



National Institute of Corrections
July 2003

Technical Assistance, Information, and Training for Adult Corrections

- *All Corrections Disciplines*
 - *Jails* ■ *Prisons*
 - *Community Corrections*

Service Plan
October 1, 2003–September 30, 2004

**U.S. Department of Justice
National Institute of Corrections
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<http://www.nicic.org>

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July 2003

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NIC Mission Statement

We are a center of correctional learning and experience. We advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership and by providing assistance, information, education, and training.

NIC Vision Statement

As a dynamic organization, NIC will promote justice and community involvement with the criminal justice system to foster a safe environment for all. We value the human perspective and concerns of correctional practitioners, victims, and offenders.

NIC will enhance credibility, knowledge, and competence of its customers by—

- Promoting ethical and humane correctional practices in a rapidly changing technological, social, and political environment.
- Practicing and promoting value-centered leadership.
- Recruiting and developing a highly skilled and knowledgeable staff who continue learning in the workplace.
- Identifying, synthesizing, and communicating relevant information using appropriate technologies.
- Operating in a solutions-driven mode that promotes practical applications of current research and best practices.
- Responding with prompt, high-quality, nonbureaucratic assistance.

Letter From the Director of the National Institute of Corrections

Dear Colleague:

This document presents the National Institute of Corrections' (NIC's) service plan for fiscal year 2004, which begins on October 1, 2003. It describes information services, technical assistance, and training programs for correctional practitioners working in all corrections disciplines in federal, state, and local adult corrections agencies. The cooperative agreements we anticipate funding this year are also included. We will announce updates to this plan on our Web site (www.nicic.org) throughout the year and encourage you to visit our Web site regularly.

We have designed our activities to help you meet the challenges of today's corrections environment in your career, with your staff, within your organization, and with the offenders you manage. To this end, NIC strives to identify the concerns of correctional practitioners, victims, and offenders and provide the assistance, information, education, and training that will help shape effective correctional practice and best serve the needs of the field.

I encourage you to take full advantage of the services available. I also invite your comments on NIC's activities and suggestions on how NIC can better serve you and the corrections field. A reply card is enclosed for your convenience.

Morris L. Thigpen
July 2003

The document is available on NIC's Web site at *www.nicic.org*. It is also available on CD-ROM. To request a CD-ROM, please send an e-mail to *asknicic@nicic.org*.

NIC will announce updates on its Web site throughout the year.

Notice

The National Institute of Corrections (NIC) is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum opportunity feasible to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they can perform at their highest potential and advance in accordance with their abilities.

NIC responds directly to the needs identified by practitioners working in state and local adult corrections and provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC's technical assistance and training programs are designed for adult correctional practitioners working in all corrections disciplines in federal, state, and local corrections agencies.

Cooperative agreements are formally announced in the *Federal Register*. NIC is committed to complying with all Federal statutes relating to nondiscrimination and to ensuring equal protection under the laws so that all organizations are eligible to apply for applicable services and assistance on equal footing with other organizations. These include but are not limited to federal, state, and local corrections agencies, small businesses, minority-owned businesses, profit and nonprofit organizations, and community-based organizations, including faith-based organizations.

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Introduction

The National Institute of Corrections (NIC) is a federal agency created in 1974 to provide leadership, training, and technical assistance to the field of corrections. NIC is unique as a federal agency because it provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC responds directly to the needs identified by practitioners working in state and local adult corrections. Its enabling legislation, Public Law 93–415, established an advisory board to provide policy direction and help set program priorities.

Organizational Structure

NIC is organized so that each primary constituent group in adult corrections—jails, prisons, and community corrections—is represented and served by an NIC division. All adult corrections also are served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). The Special Projects Division coordinates NIC’s interagency programs and special projects. The Office of International Assistance provides information to practitioners from other countries.

NIC’s administrative offices; the Prisons, Community Corrections, and Special Projects Divisions; Office of International Assistance; and OCJTP are located in Washington, D.C. The Jails and Academy Divisions, Information Center, and NIC Training Center are located in Longmont, Colorado.

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All Corrections Disciplines: Programs and Services

All Corrections Disciplines: Programs and Services

Leadership and Management

Training Programs

- Executive Excellence
- Correctional Leadership Development
- Management Development for the Future
- Management Development for Women and Minorities
- Advanced Management Strategies for Women and Minorities
- Strategies for Building Effective Work Teams
- Public and Media Relations

NIC e-Learning Center

- Transformational Change: Theory and Practice

Helping Agencies Build Capacity for Training

Training Programs

- Training for Agency Training Coordinators/Directors
- Training Design and Development
- Foundation Skills for Trainers
- Agency FTO/OJT Program Development
- Building Training Capacity in Small Agencies

Videoconference

- Thinking for a Change: Sustaining Program Integrity After Implementation

Distance Learning

- Foundation Skills for Trainers
- Agency FTO/OJT Program Development

NIC e-Learning Center

- e-Learning: A Foundation for Correctional Trainers
- How To Develop Effective Performance Objectives

Regionalization: A National Training Network

Addressing Staff Sexual Misconduct

Training Programs

- Addressing Staff Sexual Misconduct With Inmates
- Investigating Allegations of Staff Sexual Misconduct With Inmates

Technical Assistance

Publications

Offender Job Training, Placement, and Retention

Training Program

- Offender Workforce Development Specialist

NIC e-Learning Center

- Career Development Theory and Its Application

Women Offenders

Training Programs

- Women Offenders: Developing an Agencywide Approach
- Women Offenders: Critical Policy Issues

Publications

Web Page

Correctional Health Care

Videoconference

- Staff Wellness

Technical Assistance

- Offender Mental Health Services

Publications

Leadership and Management

To help correctional agencies enhance their organizational and professional performance, the National Institute of Corrections Academy Division offers a series of leadership and management training programs. These programs range from the development of future executives who will lead these agencies to senior- and mid-level managers to supervisors. In addition to addressing personal growth and professional development issues, these programs focus on such strategies as dealing with change, technology, multigenerational workforces, and organizational transformation.

TRAINING PROGRAMS

Executive Excellence

Who Should Attend

Upper-level executives of jails, prisons, and community corrections agencies (e.g., deputy directors, assistant commissioners) on career ladders for chief executive officer positions.

Description

This 10-month executive development program offers innovative learner-centered and competency-based training for future leaders of corrections agencies. The program is based on four models: (1) the developmental model: to be successful, the future correctional executive must possess a substantive knowledge of the corrections field and be physically fit, ethically grounded, and intellectually challenged; (2) the assessment and feedback model: executives are more effective when they thoroughly understand themselves through systematic and constructive feedback from their bosses, peers, colleagues, faculty, and direct reports; (3) the correctional CEO model: tomorrow's correctional leaders must have a clear vision, both personally and professionally, think strategically, be action oriented, and be an ethical leader, continuous learner, collaborator and team builder, catalyst for change, risk taker, and politician; and (4) the executive leadership developmental model: participants create an action-oriented plan to help ensure future success. The program is conducted in three phases and provides participants with the critical core capabilities, knowledge, and skills needed to lead correctional organizations, both today and in the future.

NIC TRAINING CENTER LONGMONT, CO

Dates: May 9–21, 2004

Program: 04–E8001

Applications Due: Feb. 9, 2004

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 149).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the program description.

Application Requirements

Applicants must attach to Form A (page 147) a resume describing their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it.

See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Contact

Robert Brown, Jr., Academy Division; toll-free telephone: 800–995–6429, ext. 111; e-mail: rbrown@bop.gov.

Correctional Leadership Development

Who Should Attend

Individuals with leadership responsibility for a jail, prison, or community corrections district or regional office and agency program and service managers. Deputies of these leaders will be considered if recommended by their chief executive officer.

Description

This 70-hour program is based on the leadership challenge model developed by James Kouzes and Barry Posner and addresses five leadership practices: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) modeling the way, and (5) encouraging the heart. A 360-degree feedback instrument assesses the participant's behavior against these five leadership practices. Other instruments, such as the Myers-Briggs Type Indicator and the Profile of Organizational Influencing Strategies, assess psychological type and the power bases used by course participants. An outdoor day experientially focuses on team efforts through an urban orienteering process. Through the use of instrumentation, participant dialogue, and experiential activities, participants identify their leadership strengths and create a personal leadership development plan.

Application Requirements

Part I: Applicants must attach to Form A (page 147) a brief statement of their responsibilities (including how long they have held their current or other management position), an organization chart that clearly indicates their role in the agency, and a statement of their need for this program.

Part II: After notification of acceptance, participants will be assigned several preprogram activities. Note that some materials must be completed and returned to the NIC Academy prior to arriving at the training site.

See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

John Eggers, Academy Division; toll-free telephone: 800-995-6429, ext. 152; e-mail: jeggers@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 13–23, 2004

Program: 04–M101

Applications Due: Jan. 13, 2004

Dates: July 20–30, 2004

Program: 04–M102

Applications Due: Apr. 20, 2004

Dates: Sept. 14–24, 2004

Program: 04–M103

Applications Due: June 14, 2004

PARTNERSHIP SITES

Dates: Host sites recommend dates.

Host Applications Due: Dec. 12, 2003,
Mar. 5, 2004

Management Development for the Future

Who Should Attend

Mid-level managers interested in becoming senior-level leaders in a correctional agency (up to 30 openings are available for a selected agency).

Description

This three-phase training program (with 36 hours for each phase) is conducted over 18 months and is delivered to participants in specific agencies. The program phases address strategies that help participants deal with change, understand the emerging role of the correctional manager/leader, and build organizational capacity. Technological advances to enhance the learning experience, such as e-Learning, may be included.

Application Requirements for Partnership Sites

Agencies interested in this program must submit Form B (page 149) and attach a statement indicating their commitment to participate in the three-phase skills-based program, which totals 108 hours over 18 months. See “Partnership Programs” (page 139) for more information.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contacts

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132;
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John Eggers, Academy Division; toll-free telephone: 800-995-6429, ext. 152;
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Management Development for Women and Minorities

Who Should Attend

Candidates for management positions or managers working in jails, prisons, and community corrections agencies. (Past participants in NIC's Correctional Leadership Development or Management Development for a Diverse Workforce programs are **not** eligible.)

Description

This 36-hour program seeks to meet the demand for women and minority management candidates by helping them obtain skills, knowledge, and resources that will strengthen their ability to advance in the field of corrections. The program focuses on identifying the leadership and learning styles of women and minority participants and providing them the opportunity to develop and articulate a professional career plan. The career development plan will align their personal vision and leadership style with the mission of their organization to produce a more effective and efficient manager, team, and agency.

Application Requirements

Applicants must attach a statement to Form A (page 147) describing their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency.

See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: nshomaker@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Nov. 2–7, 2003

Program: 04–M1001

Applications Due: Aug. 18, 2003

Dates: Mar. 7–12, 2004

Program: 04–M1002

Applications Due: Dec. 8, 2003

**NIC TRAINING CENTER
LONGMONT, CO****Dates:** June 6–11, 2004**Program:** 04–M1003**Applications Due:** Feb. 16, 2004

Advanced Management Strategies for Women and Minorities

Who Should Attend

Staff working in jails, prisons, and community corrections agencies who have completed the NIC Management Development for a Diverse Workforce or Management Development for Women and Minorities training program.

Description

This multidimensional 36-hour program prepares women and minorities for advanced leadership roles in the correctional environment. It features an experiential leadership lab in which complex organizational issues are simulated and leadership skills are demonstrated and assessed. Participants examine all aspects of organizational leadership and plan for career advancement. Teams of participants are assigned mentors who assist them with pretraining and posttraining field work.

Application Requirements

Applicants must attach to Form A (page 147) an organization chart and a statement describing their current position and responsibilities, the types and dates of promotions they have received over the past 5 years, and a summary of the changes they have made in the way they do business as a result of their attendance at the basic class (either Management Development for Women and Minorities or Management Development for a Diverse Workforce).

See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800–995–6429, ext. 120; e-mail: nshomaker@bop.gov.

Strategies for Building Effective Work Teams

Who Should Attend

Executive administrators, deputy administrators, managers, and supervisors in jails, prisons, and community corrections agencies who participate in multi-member work groups that share common goals. This program is open to either individual applicants or work teams of up to three people.

Description

This 36-hour program provides participants from correctional organizations with strategies for developing, implementing, managing, and evaluating work teams within a work unit and agencywide. It covers individual and group leadership techniques, group dynamics, characteristics of performance-based work teams, team-based dialogue, and overcoming organizational barriers to team development.

Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 147) that describes the organizational structure of their work units, the primary mission and goals of the units, and how this program will help applicants make quality improvements in their units and agency. For team applications, each team member must submit Form A, but only one supplemental statement for the team is required.

See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Application Requirements for Partnership Sites

Agencies interested in hosting this program must submit Form B (page 149). See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contacts

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mdooley@bop.gov.

John Eggers, Academy Division; toll-free telephone: 800-995-6429, ext. 152; e-mail: jeggers@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: June 20–25, 2004

Program: 04–S4701

Applications Due: Mar. 22, 2004

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 04–R020

Host Applications Due: Dec. 12, 2003

Dates: Host sites recommend dates.

Program: 04–R021

Host Applications Due: Mar. 5, 2004

*When sites are selected, they will be posted at www.nicic.org.

PARTNERSHIP SITES***Dates:** Host sites recommend dates.**Program:** 04–R022**Host Applications Due:** Dec. 12, 2003**Dates:** Host sites recommend dates.**Program:** 04–R023**Host Applications Due:** Mar. 5, 2004**Dates:** Host sites recommend dates.**Program:** 04–R024**Host Applications Due:** Mar. 5, 2004

*When sites are selected, they will be posted at www.nicic.org.

Public and Media Relations

Who Should Attend

Correctional administrators, managers, and public information officers who are required to interact with individuals and groups outside of corrections, such as the legislature, the media, and public interest groups.

Description

This 24-hour training program helps correctional administrators and managers develop the knowledge, skills, and attitudes to work effectively with the media. Media management and presentation skills are refined by extensive use of videotaped interviewing.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 149). After acceptance as a site, the site coordinator must obtain completed Form A applications (page 147) from proposed participants. See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Mike Dooley, Academy Division; toll-free telephone: 800–995–6429, ext. 132; e-mail: mdooley@bop.gov.



NIC e-LEARNING CENTER

Transformational Change: Theory and Practice

Audience

Correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency.

Description

There is nothing more permanent than change, according to many change experts. Change may not be an “engineering” problem, but rather may be a “people” problem. It can call up emotions, uncertainties, and inconsistencies. Simply managing change is insufficient; successful change requires leadership. People and organizations that remain in the past become increasingly ineffective at meeting challenges and being successful. Ultimately, it is the top leaders of organizations who make the real difference by removing barriers and encouraging people to move forward, take risks, and “leap into the future.” This type of leadership needs ongoing regeneration for the ultimate success of future organizations.

This course will address both a theory of organizational change and practical tools that can be used to lead and manage an organizational change effort. Participants will be exposed to John Kotter’s eight-stage change model, which provides a practical framework to move organizations from the “mystery” of change to a comprehensible and planned effort that greatly increases the chances for success. Participants will learn about a concerns-based approach to change along with the ability to use and apply the practical tools to manage a particular change. Finally, participants will learn how to balance and rebalance organizational change using Marvin Weisbord’s six-box model.

Course Objectives

At the conclusion of this course, participants will be able to—

- Describe the dynamics of change within the culture of a correctional system, organization, and agency.
- Explain the seven fundamental assumptions underlying the concerns-based adoption model (CBAM) of change.
- Describe the stages of CBAM and create strategies to help someone progress through the stages when involved in a change effort.
- Explain the diagnostic tools of CBAM, including the purpose and applications of each.
- Apply CBAM tools and construct an intervention taxonomy to address and manage a particular change effort using various case-study examples.

NIC’s e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see “NIC e-Learning Center,” page 123.

- Explain the eight stages for successfully leading change according to John P. Kotter’s work, “Leading Change: Why Transformation Efforts Fail,” and provide examples from personal experience that reinforce or challenge each stage.
- Describe each element in Marvin Weisbord’s six-box model for managing organizational culture, and discuss the interrelationships among them.

Expected Duration

1.5 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

Contacts

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Helping Agencies Build Capacity for Training

A major goal of the National Institute of Corrections is to provide services, including training programs and technical assistance, that help agencies manage and operate their jails, prisons, and community corrections programs and facilities. To that end, the Academy Division offers the following training programs to help agencies build their internal capacity to train their staff.

TRAINING PROGRAMS

Training for Agency Training Coordinators/Directors

Who Should Attend

Staff from jails, prisons, and community corrections agencies who serve as the training coordinator/director for the agency or institution on a full- or part-time basis. Priority consideration will be given to applicants relatively new to the position.

Description

This 32- to 36-hour program teaches participants how to develop and direct corrections training to ensure that it achieves the agency's mission and is used in agency management, planning, and problem solving. Participants learn how to develop a training capacity that includes (1) clearly articulated training mission and goals, (2) supportive training policy and procedure, (3) a prescriptive annual training plan designed to address problems in agency operations and management, (4) participant-centered delivery strategies, (5) cost-effective alternatives to classroom-based training, (6) well-organized and comprehensive documentation, and (7) assessment of effectiveness in teaching skills, problem solving, and achieving training and agency mission and goals. This program emphasizes a strategic approach to training and the measurement of its impact beyond the learning environment, on job performance and the agency. During the program, participants complete a comprehensive assessment of their training program and develop a plan for improvements.

Application Requirements for Longmont, Colorado

Applicants whose job title **does not** contain "training coordinator" or "training director" must attach a statement to Form A (page 147) indicating they currently serve as the agency or institution training coordinator/director or will soon assume that role.

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 14–19, 2004

Program: 04–S811

Applications Due: Dec. 15, 2003

Dates: June 6–11, 2004

Program: 04–S812

Applications Due: Mar. 8, 2004

PARTNERSHIP SITES*

Dates: Dec. 8–11, 2003

Program: 04–R004

Host Applications Due: Sept. 8, 2003

Dates: Jan. 5–8, 2004

Program: 04–R005

Host Applications Due: Oct. 6, 2003

Dates: Sept. 20–23, 2004

Program: 04–R011

Host Applications Due: June 21, 2004

*When sites are selected, they will be posted at www.nicic.org.

See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 149). See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134;
e-mail: treid@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 28–Apr. 2, 2004

Program: 04–S101

Applications Due: Dec. 29, 2003

Dates: July 25–30, 2004

Program: 04–S102

Applications Due: Apr. 26, 2004

PARTNERSHIP SITES*

Dates: June 21–25, 2004

Program: 04–R006

Host Applications Due: Mar. 22, 2004

Dates: Aug. 16–20, 2004

Program: 04–R007

Host Applications Due: May 17, 2004

*When sites are selected, they will be posted at www.nicic.org.

Training Design and Development

Who Should Attend

Trainers who have completed a basic training-for-trainers course of at least 36 hours and who have subsequent experience training jail, prison, or community corrections staff.

Description

This 36-hour training program gives participants the knowledge and skills to design a formal lesson plan for effective delivery of a training topic. The program supports adult learning theory and the principles of the instructional theory-into-practice model. It stresses problem analysis before designing training, developing performance objectives that target outcomes beyond the learning environment, applying instructional strategies that accommodate various learning styles, and increasing trainee involvement in learning. It also covers how to design an evaluation strategy that measures the immediate, intermediate, and ultimate impact of the training. Each participant applies this knowledge by designing a lesson plan as part of the program.

Application Requirements for Longmont, Colorado

Applicants must attach a copy of a certificate or other document to Form A (page 147) to show completion of a basic training-for-trainers course. See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 149). See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134;
e-mail: treid@bop.gov.

Foundation Skills for Trainers

Who Should Attend

Jail, prison, and community corrections staff who have been designated to deliver in-house training, especially new trainers.

Description

This 36-hour training-for-trainers program focuses on the preparation, presentation, and platform delivery skills needed to deliver established training curricula. Focus areas include the needs and characteristics of adult learners, learning styles, the role of the correctional trainer, managing a learner-centered training environment, asking and responding to questions, facilitating lesson plans, teaching to performance objectives, and basic teaching methods. Several opportunities are provided for practicing presentation skills and offering feedback, including a culminating team training experience.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 149). See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 121;
e-mail: llemaster@bop.gov.

PARTNERSHIP SITES*

Dates: June 28–July 2, 2004

Program: 04–R008

Host Applications Due: Mar. 29, 2004

Dates: July 26–30, 2004

Program: 04–R009

Host Applications Due: Apr. 26, 2004

Dates: Aug. 9–13, 2004

Program: 04–R010

Host Applications Due: May 10, 2004

*When sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

Foundation Skills for Trainers Distance Learning Training (page 21).

PARTNERSHIP SITES***Dates:** Oct. 21–23, 2003**Program:** 04–R001**Host Applications Due:** July 21, 2003**Dates:** Nov. 18–20, 2003**Program:** 04–R002**Host Applications Due:** Aug. 18, 2003**Dates:** Jan. 27–29, 2004**Program:** 04–R003**Host Applications Due:** Oct. 27, 2003*When sites are selected, they will be posted at www.nicic.org.**SEE ALSO . . .**Agency FTO/OJT Program
Development Distance Learning
Training (page 22).

Agency FTO/OJT Program Development

Who Should Attend

Staff from jails, prisons, and residential community corrections agencies who are responsible for developing or enhancing on-the-job training (OJT) programs for new facility employees based on a corrections-specific field training officer (FTO) model. Previous training as a trainer is helpful but not required. The model may have limited applicability for parole and probation agencies that do not operate residential facilities.

Description

This 24- to 28-hour program gives participants the knowledge and skills to develop cost-effective, skill-based, on-the-job training for new employees. This FTO/OJT concept was developed specifically for corrections and is not derived from a police model. It incorporates individual task-specific modules, performance-based objectives, a formal teaching process, comprehensive documentation, and proficiency testing. The model is designed to effectively teach post- or position-specific skills and behaviors required of new employees and allows for individualized learning. As part of this training, participants learn to identify which training needs are best addressed through classroom versus FTO/OJT delivery.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 149). See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800–995–6429, ext. 134; e-mail: treid@bop.gov.

Building Training Capacity in Small Agencies

Who Should Attend

Staff from small correctional agencies who are responsible for developing and coordinating staff training (new employee, field training officer (FTO), and inservice training) as a full- or part-time duty. Experience or previous training as a trainer is helpful but not required.

Description

A variety of training programs addressing the unique issues of small agencies are available as partnership programs, including Small Agency FTO/OJT Program Development, Small Agency Training Coordinator Training, and specialized training capacity-building programs. The initiative stresses formal but cost-effective in-house training development and delivery that recognizes the typical staffing and resource limitations of a small correctional agency. This initiative helps small agencies train a part-time training coordinator and develop a formal new employee FTO/OJT program and an in-house annual training plan. Agencies learn how to develop a variety of alternative training delivery strategies to increase training hours, topics, and effectiveness; lower costs; and enhance employee performance.

Application Requirements for Partnership Programs

Agencies interested in hosting a small agency training capacity-building program on behalf of their region should call Tom Reid before submitting Form B (page 149). NIC urges agencies to make arrangements early in the cycle to ensure consideration.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: treid@bop.gov.

PARTNERSHIP SITES*

Dates: TBD

Program: 04-R012

Host Applications Due: Dec. 12, 2003

Dates: TBD

Program: 04-R013

Host Applications Due: Dec. 12, 2003

Dates: TBD

Program: 04-R014

Host Applications Due: Mar. 5, 2004

Dates: TBD

Program: 04-R015

Host Applications Due: Mar. 5, 2004

*When dates and sites are selected, they will be posted at www.nicic.org.

VIDEOCONFERENCE

VIDEOCONFERENCE*

Date: Apr. 28, 2004

Program: 04–S9002

Applications Due: Apr. 26, 2004

*When sites are selected, they will be posted at www.nicic.org.

Recommended for individuals and agencies currently using the Thinking for a Change program with offenders.

Information on the Thinking for a Change program is available on the NIC Web site: www.nicic.org.

Thinking for a Change: Sustaining Program Integrity After Implementation

Who Should Attend

Jail, prison, or community corrections staff who, as part of their agencies' approach to reducing recidivism, have incorporated Thinking for a Change into their correctional program. Participants may include administrators, supervisors, group treatment providers, correctional officers, case managers, probation and parole officers, educators, mental health personnel, and other individuals whose job responsibilities include the management or delivery of Thinking for a Change with offenders.

Description

Designed for individuals and agencies currently using the Thinking for a Change program, this 3-hour videoconference will address the necessary skills and tools for administrators and facilitators of the program to help sustain the quality of their efforts, enhance their motivation and endurance, and protect the program's integrity over time.

The Thinking for a Change program requires careful management staffing, support, and periodic review and modification to ensure that it continues to meet the changing needs of the offender population. The goals of this videoconference are to expose facilitators to new and exciting techniques to use within the program, present tips to help support their motivation and endurance, increase their capacity to gain the expected behavioral change with their offender population, provide program guidance for managers who have oversight responsibility for the Thinking for a Change program, and help agencies achieve consistency among program facilitators. Topics include the management role in program delivery, instructional strategies and techniques to enhance group facilitation, quality measures to sustain program consistency, and facilitator objectivity as the cornerstone of the program's success.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 151). Registration also can be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 111) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contacts

Program content: Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

DISTANCE LEARNING

Foundation Skills for Trainers

Who Should Attend

Jail, prison, and community corrections staff who have been designated to deliver in-house training, especially new trainers.

Description

This 32-hour distance learning training program will help participants develop the preparation, presentation, and platform delivery skills needed to conduct training using established curricula. Focus areas include the needs and characteristics of adult learners, learning styles, the role of the correctional trainer, managing a learner-centered training environment, asking and responding to questions, facilitating lesson plans, teaching to performance objectives, and basic teaching methods.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 153). See “Distance Learning Training” (page 117) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contact

Program content: Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 121; e-mail: llemaster@bop.gov.

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

DISTANCE LEARNING*

Site Coordinator/Facilitator
Training Dates: Dec. 10–11, 2003

Program: 04–S8003

Applications Due: Nov. 10, 2003

Training Program Dates:
Mar. 22–26, 2004

Program: 04–S8004

*Visit www.nicic.org for sites and instructions.

SEE ALSO . . .

Foundation Skills for Trainers
Partnership Program (page 17).

DISTANCE LEARNING***Site Coordinator/Facilitator****Training Dates:** May 19–20, 2004**Program:** 04–S8001**Applications Due:** Apr. 19, 2004**Training Program Dates:**

Aug. 17–19, 2004

Program: 04–S8002*Visit www.nicic.org for sites and additional instructions.**SEE ALSO . . .**Agency FTO/OJT Program
Development Partnership Program
(page 18).

Agency FTO/OJT Program Development

Who Should Attend

Administrators, training directors/managers, or staff tasked with developing or enhancing a new employee field training officer (FTO) program.

Description

This 3-day distance learning program provides participants with the knowledge and skills to develop a formal on-the-job training (OJT) program for new employees based on a corrections-specific FTO model. It includes using the FTO task-specific format, developing FTO modules, conducting proficiency tests, and implementing a formal FTO teaching process. Each participant will develop an FTO module as part of the training. Several demonstrations of the FTO format and teaching process will be provided. This model can be used in a prison, jail, or community corrections facility that provides 24-hour care.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 153). See "Distance Learning Training" (page 117) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contacts

Program content: Tom Reid, Academy Division; toll-free telephone: 800–995–6429, ext. 134; e-mail: treid@bop.gov.

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429, ext. 131; e-mail: ewolahan@bop.gov.



NIC e-LEARNING CENTER

e-Learning: A Foundation for Correctional Trainers

Audience

Training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training.

Description

Correctional agencies are increasingly confronted with critical workforce issues (e.g., staff and fiscal resource limitations) that make it difficult to provide adequate professional development opportunities for staff. Advances in information technologies present significant opportunities for all trainers and training units to use exciting, innovative approaches to achieve strategic outcomes.

This course introduces participants to delivering training via the Internet using Web-based training (WBT), or e-learning. The course reviews the basic principles of e-learning, describes the strengths and weaknesses of this instructional delivery strategy, outlines the processes by which an e-learning course is designed and developed, and provides important information to consider when deciding whether to develop e-learning in-house or to outsource part or all of the services. An e-Learning readiness checklist helps assess agencies' readiness to undertake an e-learning strategy.

An important feature of this course is the availability of an electronic bulletin board that allows participants to communicate with a subject matter expert at any time while taking the course. The expert will respond to individual questions in a timely fashion.

Course Objectives

At the conclusion of this course, participants will be able to—

- Differentiate between the advantages and disadvantages of WBT for both learners and instructional designers (training personnel in general).
- Identify effective ways to mitigate the disadvantages of WBT.
- Understand current issues in the area of WBT design, development, and delivery.
- Examine several types of content and determine which are most appropriate for WBT delivery.
- Identify the basic instructional design principles for WBT course development.

NIC's e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see "NIC e-Learning Center," page 123.

- Analyze a situation and identify which instructional design principles have been violated.
- Understand the steps that an instructional designer follows in creating a WBT course from scratch and in migrating instructor-led training content to WBT delivery.
- Explore the use of job aids and learning aids in an e-learning environment.
- Discuss the factors needed to build a strong blended solution in training.
- Analyze the factors involved in determining whether to build e-learning in-house or contract out the services to third-party providers and/or subcontracted developers.

Expected Duration

1.5 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800–995–6429, ext. 126; e-mail: sswisher@bop.gov.

e-Learning Center; toll-free telephone: 800–995–6429; e-mail: elarning@nicic.org.



How To Develop Effective Performance Objectives

Audience

New and experienced correctional trainers whose responsibilities include the design and development of lesson plans and curriculums.

Description

Correctional trainers are not just instructors; they function within correctional organizations as agents of performance improvement. To create powerful training courses and modules that have impact beyond the classroom, trainers need to focus instructional design on actual job performance in addition to traditional classroom measures of learning. This course takes a trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace. Examples and activities in the five course modules include topics and subject matter drawn from the field of corrections.

Course Objectives

At the conclusion of this course, participants will be able to—

- Recognize and correct inadequate performance objectives.
- Analyze and correct incomplete performance objectives using the criteria for effective performance objectives.
- Differentiate between the levels of learning in Bloom's taxonomy by correctly sequencing the levels.
- Create higher level performance objectives targeted to the application level or above.
- Relate effective performance objectives in training to on-the-job performance improvement.

Expected Duration

2 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

NIC's e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see "NIC e-Learning Center," page 123.

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126;
e-mail: sswisher@bop.gov.

e-Learning Center; toll-free telephone: 800-995-6429; e-mail:
elarning@nicic.org.

REGIONALIZATION: A NATIONAL TRAINING NETWORK

RFCs meet at least once a year to plan activities to meet the training needs of their region.

For applications and information on Regionalization, visit the NIC Web site: www.nicic.org.

Who Should Apply To Be a Regional Field Coordinator

Training directors, administrators, coordinators, and senior trainers with experience in developing, delivering, and/or coordinating training in their home agencies.

Description

Regionalization is a nationwide resource-leveraging project designed to build capacity-sharing networks among nontraditional partners from juvenile and adult correctional agencies at the local, state, and federal levels. Regionalization is driven by volunteer juvenile and adult correctional training managers and trainers from across the country.

The Regionalization program's national network of training volunteers are known as regional field coordinators (RFCs). The program expands NIC's capacity to deliver quality correctional training at local, state, and federal levels.

The 40 RFCs—10 from each of the 4 regions—share training programs and resources and exchange ideas with their counterparts around the country. The various corrections disciplines—community corrections, jails, juvenile justice, prisons, and the Federal Bureau of Prisons—are equally represented.

Academy Support: Each fall, NIC's Academy Division sponsors a meeting of RFCs to plan activities based on input from correctional training personnel in their regions. They also design regional workshops and other activities that are funded in part by the National Institute of Corrections.

Goals: The goals of the Regionalization program are to—

- Provide opportunities for more correctional staff to participate in training programs and access training resources.
- Provide relevant training based on regional needs and interests.

- Promote the sharing of information, training, and other resources among juvenile and adult disciplines in local, state, and federal correctional agencies.
- Increase the dissemination and use of correctional curriculum packages and training technologies developed by agencies throughout the country.
- Maximize the use of federal funding available for correctional training for local, state, and federal prisons, jails, community corrections, and juvenile justice agencies.

Selection: Regional field coordinators are selected through an annual application process that includes endorsement by their chief executive officers to ensure that they have agency support in carrying out their RFC duties. NIC's Academy Division accepts applications for RFCs on a year-round basis.

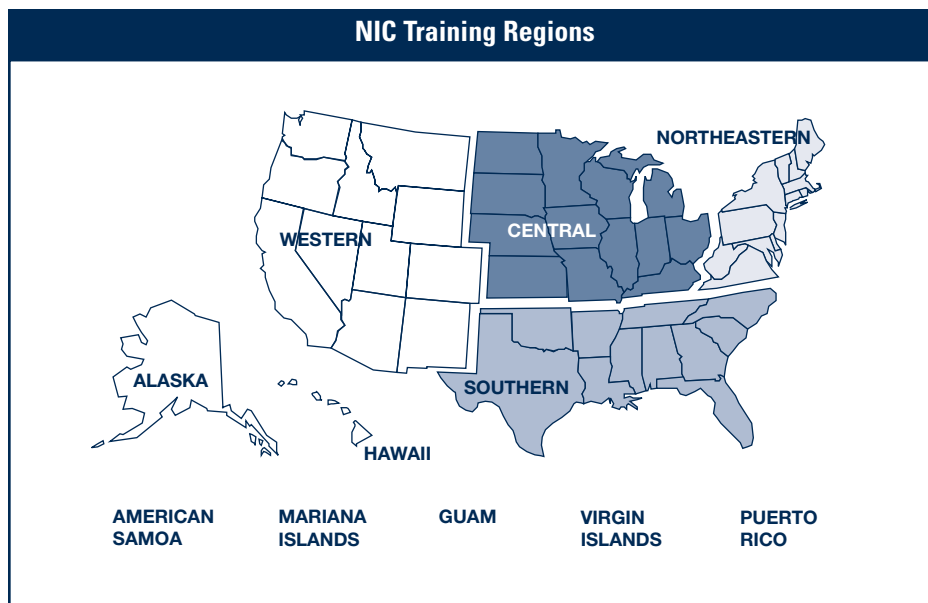
Application Requirements

Individuals interested in becoming part of the national network of RFCs must submit Form E (page 155), which is also available on the NIC Web site.

Information about Regionalization training activities and resources will be posted on NIC's Web site. Training events will also be announced through fliers and other means. Agencies are responsible for travel and per diem costs associated with their trainers attending these events. A list of RFCs can be obtained from the Web site (www.nicic.org) or by contacting the Academy Division.

Contact

Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 121; e-mail: llemaster@bop.gov.



Addressing Staff Sexual Misconduct

TRAINING PROGRAMS

**AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.**

Dates: Mar. 7–12, 2004

Program: 04–H3401

Applications Due: Dec. 8, 2003

Addressing Staff Sexual Misconduct With Inmates

Who Should Attend

This program is appropriate only for three-person, senior-level management teams from state prison systems, jails, and community corrections agencies that have the ability to design and implement departmental policy. State teams **must** include staff from the department of corrections central office and prison managers. Jail teams **must** include senior administrators responsible for establishing jail policy. Jail teams might include the sheriff, jail administrator, or director of corrections. Other jail team members might include the person responsible for drafting policy and/or developing and implementing staff training in this area. Community corrections teams **must** include senior-level personnel who oversee regional probation and parole offices. Other community corrections team members might include women offender resource managers, senior personnel who investigate matters related to probation and parole, probation and parole supervisors, or human resource managers.

Description

This 36-hour program helps participants develop sound practices to address sexual misconduct between staff and inmates. It focuses on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

Application Requirements

Each team member must complete Form A (page 147); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contacts

Program content: Dee Halley, Special Projects Division; toll-free telephone 800–995–6423, ext. 40374, or 202–514–0374; e-mail: dhalley@bop.gov.

Project Director: Brenda V. Smith, Washington College of Law; telephone 202–274–4261; e-mail: bvsmith@wcl.american.edu.

Investigating Allegations of Staff Sexual Misconduct With Inmates

**AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.**

Dates: July 11–16, 2004

Program: 04–H3402

Applications Due: Apr. 12, 2004

Who Should Attend

This program is appropriate only for three-person, senior-level management teams from state prisons, jails, and community corrections agencies that have the ability to design and implement departmental policy. Appropriate selections include senior administrators of internal affairs, human resources, and legal departments and jails, prisons, and community corrections operations.

Description

This 36-hour training program helps participants develop sound practices for investigating allegations of sexual misconduct between staff and inmates. It provides state-of-the-art information, skills, and knowledge on such topics as the investigator's relationship with medical and mental health staff, the technique of questioning alleged victims who are likely to have histories of abuse, streamlining multiple interviews, and legal issues related to investigations.

Application Requirements

Each team member must complete Form A (page 147); only one supplemental statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, the agency's investigative procedures related to staff sexual misconduct, and any actions taken by the agency under a previously developed action plan to address this issue.

Preference will be given to agencies that have completed the Addressing Staff Sexual Misconduct With Inmates training program. See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contacts

Program content: Dee Halley, Special Projects Division; toll-free telephone 800–995–6423, ext. 40374, or 202–514–0374; e-mail: dhalley@bop.gov.

Project Director: Brenda V. Smith, Washington College of Law; telephone 202–274–4261; e-mail: bvsmith@wcl.american.edu.

TECHNICAL ASSISTANCE

Technical assistance is available to assist jails, state departments of corrections, and community corrections agencies with issues related to staff sexual misconduct.

For more information and to apply for technical assistance, see “Technical Assistance” (page 105).

PUBLICATIONS

The following resources on staff sexual misconduct are available from NIC:

- *Addressing Staff Sexual Misconduct with Inmates* (participant training manual).
- “Addressing Staff Sexual Misconduct,” videoconference held on December 12, 2001 (videotape).
- *Investigating Allegations of Staff Sexual Misconduct with Inmates* (training resource).
- *Sexual Misconduct in Prisons: Law, Remedies, and Incidence*.
- *Staff Sexual Misconduct with Inmates: Policy Development Guide for Sheriffs and Jail Administrators*.

To request copies, see “Information Services” (page 99).

Offender Job Training, Placement, and Retention

The Office of Correctional Job Training and Placement (OCJTP) was legislatively established within NIC in March 1995 to encourage and support job training and placement programs by providing technical assistance, training, and information services for adult offenders in custody or under community supervision and ex-offenders.

TRAINING PROGRAM

Offender Workforce Development Specialist

Who Should Attend

Applicants must apply for the program as members of a six-person team. It is preferred that one member of the team hold a master's degree in counseling (e.g., educational psychology, vocational rehabilitation, sociology, or another related field). Each team member must have basic skills as a trainer; experience is preferred. All members of the team must represent organizations that are directly or indirectly responsible for assisting offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention.

The primary sponsoring agency must be a federal, state, or local public correctional agency that provides job training or placement services to offenders directly or indirectly. The agency is responsible for the submission of all information requested for training consideration. The exact composition of the six-person team may be determined by the primary sponsoring agency and may be composed of employees from the same organization. Partnerships with multiple organizations are strongly encouraged.

Cosponsoring agencies may include organizations working with public corrections or organizations that assist offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention. Locations where these services are provided may include other correctional agencies (jails, prisons, and community corrections) as well as colleges, private nonprofit and for-profit organizations, departments of labor, departments of vocational rehabilitation, faith-based and other community organizations, and related agencies.

SITE TO BE DETERMINED*

Week 1 (04–T322) Jan. 4–9, 2004

Week 2 (04–T323) Feb. 8–13, 2004

Week 3 (04–T324) Mar. 14–19, 2004

Applications Due: Sept. 8, 2003

SITE TO BE DETERMINED*

Week 1 (04–T325) Aug. 15–20, 2004

Week 2 (04–T326) Sept. 19–24, 2004

Week 3 (05–T321) Oct. 24–29, 2004

Applications Due: Apr. 12, 2004

*When sites are selected, they will be posted at www.nicic.org.

Note: The training program is a series of three 1-week training blocks.

Participants are expected to attend all three blocks within the series.

Prior to the first day of class during week 1, participants are required to attend an evening orientation meeting.

All members of the team must have the education and experience to qualify for certification or provisional certification as a career development facilitator (CDF) (see administrative guide mentioned under “Application Requirements”). The Offender Workforce Development Specialist (OWDS) training program addresses the training competencies for certification as a CDF through the Center for Credentialing in Education, Inc. Each trainee will be strongly urged to apply for certification or provisional certification on completion of the program. This training qualifies for continuing education units (CEUs), and qualified applicants may apply for undergraduate or graduate credit.

Description

This 160-hour training program consists of three blocks, each 4½ days (36 hours) in length, totaling 108 hours of classroom instruction. In addition, approximately 52 hours of practicum and homework assignments are required.

The three blocks of training are scheduled approximately 30 days apart to allow participants to return home and take care of critical job responsibilities. However, the intervals between classroom sessions are to be used to complete practicum and reading assignments. A thorough discussion should be held between the trainee and the administrator on how to balance current workload requirements with OWDS training requirements.

The OWDS training program addresses the following competencies: career development theory and application, understanding and using facilitation skills, the role of assessment in career planning and job placement, instruction and group facilitation, designing and implementing training and work development services, barriers to employment, ethics of the career development facilitator, transition interventions for the offender population, job-seeking and employability skills, job retention, and the role of information and computers in career planning.

OWDS program objectives are to—

- Assess current skills of participants related to workforce development and career facilitation and identify areas for improvement.
- Enhance participants’ current skills and help develop new skills related to workforce development and career facilitation.
- Prepare a team action plan for conducting OWDS training for practitioners who provide employment services to offenders and ex-offenders.
- Prepare participants to train other practitioners who provide services to offenders and ex-offenders to increase their basic skills in the areas of workforce development and career facilitation.

Note: 15 basic skills training modules, each approximately 1½ to 2½ hours in length, will be provided to each team for training others in their jurisdiction.

Application Requirements

This NIC training program is conducted through a cooperative agreement with the National Career Development Association (NCDA); therefore, the application process differs from other NIC training programs.

Contact NCDA to receive a packet of information that includes the “Administrative Guide for Offender Workforce Development Specialist Training” and special application forms.

Contacts

Program content: John Moore, Office of Correctional Job Training and Placement; toll-free telephone 800-995-6423, ext. 44278, or 202-514-4278; e-mail: *jemoore@bop.gov*.

Information packet and standard application forms: Those desiring information about OWDS training should contact NCDA toll-free at 866-367-6232 or at 918-663-7060. Written requests for information should be sent to: The National Career Development Association, 10820 East 45th Street, Suite 210, Tulsa, OK 74146, or this e-mail address: *dpenn@ncda.org*.



NIC e-LEARNING CENTER

NIC's e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see "NIC e-Learning Center," page 123.

Career Development Theory and Its Application

Audience

Professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention.

Description

This course discusses the four major career development theories and how they apply to counseling offenders.

Course Objectives

At the conclusion of this course, participants will be able to—

- Understand career choice development theory and its application when working with offenders.
- Identify the four development theories: trait-and-factor, developmental, transition, and learning.
- Describe the theoretical positions of the four development theories.
- Describe specific ways in which each of the theories can be used when working with offenders.

Expected Duration

2 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, community corrections agencies, and other workforce development service providers whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

e-Learning Center; toll-free telephone: 800-995-6429; e-mail: elarning@nicic.org.

Women Offenders

TRAINING PROGRAMS

Women Offenders: Developing an Agencywide Approach

Who Should Attend

Three-person teams from jails, prisons, or community corrections agencies that will commit to developing an agencywide plan for an effective response to women offenders. Teams must include an agency administrator with authority to direct resources to effect the planned changes in policy and practice and two managers responsible for implementation.

Description

This 36-hour program leads participant teams through strategic planning to develop an agency plan that provides coordination and direction to effectively manage women offenders. The plan will guide development of agency policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

Application Requirements

Each team member must complete Form A (page 147); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed.

See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Maureen Buell, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40121, or 202-514-0121; e-mail: mbuell@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: July 19–23, 2004

Program: 04–H501

Applications Due: Apr. 19, 2004

SEE ALSO . . .

- Improving Community Responses to Women Offenders (page 86).
- Operational Practice in Women's Prisons (page 71).
- NIC Web site: www.nicic.org.

PARTNERSHIP SITES***Dates:** TBD (fall/winter 2003–2004)**Program:** 04–H502**Host Applications Due:** Dec. 18, 2003**Dates:** TBD (spring/summer 2004)**Program:** 04–H503**Host Applications Due:** Apr. 2, 2004

*When dates and sites are selected, they will be posted at www.nicic.org.

Women Offenders: Critical Policy Issues

Who Should Attend

Criminal justice officials and corrections administrators who have the authority to shape policy regarding the design and use of sanctions and services for women offenders (e.g., administrators of jails, prisons, and community corrections agencies; deputy commissioners; regional directors; sheriffs; judges; prosecutors; public defenders; and court administrators).

Description

This training curriculum of up to 30 hours explores critical issues in managing women offenders across the criminal justice system. Key topics include profiles of women offenders and female pathways to crime, effective responses to the critical issues of women offenders, policy issues regarding sentencing women, guiding principles regarding gender responsiveness, promising practices with women offenders, the impact of broader public policy on women offenders (e.g., welfare and child custody); and partnerships with the community.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 149) and demonstrate both the commitment and a concrete plan for recruiting policy-level participants from agencies across the criminal justice system.

NIC will work with host sites to tailor the curriculum to be most relevant to specific regional or state interests, which may include the entire 30-hour training program or an abbreviated version of a 1- to 3-day (8–24 hours) program. See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Maureen Buell, NIC Special Projects Division; toll-free telephone: 800–995–6423, ext. 40121, or 202–514–0121; e-mail: mbuell@bop.gov.

PUBLICATIONS

Resources available from NIC on women offenders include the following:

- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Classification of Women Offenders in State Correctional Facilities.*
- *Critical Issues in Managing Women Offenders: A Policy Perspective* (training resource).
- *Directory of Community-Based Programs for Women.*
- “Female Offenders and the Community,” videoconference held on July 18, 2001 (videotape).
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *Responding to Women Offenders in the Community: Topics in Community Corrections.*
- *Sentencing Women Offenders: A Training Curriculum for Judges* (training resource).
- *Staffing Analysis for Women’s Prisons and Special Prison Populations: Special Issues in Corrections.*
- *Women in Jail: Classification Issues.*
- *Women in Jail: Facility Planning Issues.*
- *Women in Jail: Legal Issues.*

The following publication is under development:

- *Classification of Women Offenders: A Summary of Developments in Selected Sites.*

To request copies, see “Information Services” (page 99).

WEB PAGE

NIC maintains a Web page on women offender issues at its Web site: www.nicic.org. In this location you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system. The Mother-Child Community Corrections Project page features an interactive database and national directory on community corrections supervision strategies for women offenders.

Correctional Health Care

Training offered on correctional health care focuses not only on offenders, but also on correctional staff working with offenders in prisons, jails, and community corrections. These programs address such areas as mental and physical health, substance abuse, and stress management.

VIDEOCONFERENCE

VIDEOCONFERENCE*

Dates: June 16, 2004

Program: 04–S9003

Applications Due: June 14, 2004

*When sites are selected, they will be posted at www.nicic.org.

Staff Wellness

Who Should Attend

Staff working in a prison, jail, or community corrections environment. Staff include correctional administrators, mid-level and line staff, correctional psychologists, medical corrections professionals, chaplains, substance abuse counselors, probation and parole officers and their supervisors, social services agency staff, program directors, mental health personnel, community outreach workers, and health and human services staff.

Description

This 3-hour videoconference focuses on the importance of staff wellness in a correctional environment. Topics include mental and physical health, substance abuse, how to recognize and manage stress in the workplace, stress-related symptoms, and staff support resources.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 151). Registration also can be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 111) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contacts

Program content: Maureen Buell, Special Projects Division; toll-free telephone: 800–995–6423, ext. 40121, or 202–514–0121; or e-mail: mbuell@bop.gov.

Videoconference Technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429, ext. 131; e-mail: ewolahan@bop.gov.

TECHNICAL ASSISTANCE

Offender Mental Health Services

Increasing numbers of mentally ill offenders continue to have an impact on the entire criminal justice system. This includes the growing numbers of mentally ill offenders who have strained correctional systems that are not designed or staffed to manage them. Jails, prisons, and the spectrum of community corrections agencies struggle with how to access resources to best serve this population.

To help federal, state, and local jurisdictions improve their response and services for mentally ill offenders, NIC's technical assistance initiative will help jurisdictions create or enhance their relationships with mental health professionals and other stakeholders to better serve mentally ill offenders within the criminal justice continuum.

Technical assistance is available to help jurisdictions across all corrections disciplines develop initiatives to more effectively manage mentally ill offenders in the criminal justice system. Services include technical assistance, training, and information development and dissemination. For more information and to apply for technical assistance, see "Technical Assistance" (page 105).

PUBLICATIONS

Publications and additional information concerning offenders and mental health are available on the NIC Web site (www.nicic.org). Resources available include the following:

- "Jail Inmates with Mental Illness: A Community Problem," videoconference held on April 17, 2002 (videotape).
- "Meeting the Challenge in Correctional Mental Health: The Prison Experience," videoconference held on June 19, 2002 (videotape).
- "Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care," videoconference held on July 17, 2002 (videotape).

SEE ALSO . . .

- Jail Mental Health Services (page 59).
- Correctional Health Care (page 77).

SEE ALSO . . .

NIC's Web site (www.nicic.org) for links to these related Web sites:

- The Consensus Project.
- The National GAINS Center.
- Mental Health in Corrections Consortium.
- National Alliance for the Mentally Ill.
- National Institute of Mental Health.

Jails: Programs and Services

Jails: Programs and Services

Jail Administration

Training Programs

- Administering the Small Jail
- Jail Resource Management

Technical Assistance

- Jail Crowding
- General Technical Assistance

NIC e-Learning Center

- Jail Staffing Analysis

Small Jails: State-Based Assistance

Publications

Inmate Behavior Management

Training Programs

- Inmate Classification in Jails
- How To Run a Direct-Supervision Housing Unit: Training for Trainers

Technical Assistance

Publications

New Jail Planning

Training Programs

- Planning of New Institutions
- Managing Jail Design and Construction

Technical Assistance

- Community Meetings
- Transition Assistance
- General Technical Assistance

Publications

Educating Local Officials and the Community

Training Program

- The Jail as a Part of County Government

Technical Assistance

Publications

Jail Standards and Inspections

Training and Technical Assistance

Jail Mental Health Services

Technical Assistance

Publications

Jail Administration

A wide variety of challenges are inherent in jail administration, and jail administrators need specific types of information and tools to effectively manage their operations. The NIC Jails Division provides training, technical assistance, and information on the administration of jail functions.

TRAINING PROGRAMS

Administering the Small Jail

Who Should Attend

Administrators of jails with fewer than 150 beds who directly oversee day-to-day jail operations.

Description

This 40-hour program focuses on effective small-jail administration and includes instruction on administrative liability, jail standards, policies and procedures, and documentation of operations. It also covers inmate supervision and management; fire protection, safety, and sanitation; determination of staffing needs; and development of staff training plans.

Application Requirements

Applicants must submit Form A (page 147). See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119; e-mail: kdkeller@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Nov. 16–21, 2003

Program: 04-J2801

Applications Due: Aug. 18, 2003

Dates: Mar. 28–Apr. 2, 2004

Program: 04-J2802

Applications Due: Dec. 29, 2003

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 149).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the program description.

PARTNERSHIP SITES***Dates:** TBD**Program:** 04–J3200**Host Applications Due:** Oct. 15, 2003**Dates:** TBD**Program:** 04–J3201**Host Applications Due:** Oct. 15, 2003

*When sites are selected, they will be posted at www.nicic.org.

Jail Resource Management

Who Should Attend

Administrators of jails with fewer than 150 beds.

Description

Jail administrators often cite a shortage of resources as one of their most difficult challenges. This program focuses on how to develop effective budget requests and better manage current resources. It teaches participants the importance of being familiar with their home-agency budget process and covers budget management techniques, methods for tracking expenditures, identification of budget- and nonbudget-dependent solutions to jail issues, identification of internal and external influences on budget decisions, and preparation and presentation of a funding request.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 149). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 139) for more information.

Contact

Richard Geaither, Jails Division; toll-free telephone: 800–995–6429, ext. 139; e-mail: rgeaither@bop.gov.

TECHNICAL ASSISTANCE

Jail Crowding

Jurisdictions that are experiencing jail crowding may apply for a local system assessment (LSA). The LSA focuses on all components of the local criminal justice system and how their individual policies and practices affect the jail population. This includes recommendations for systemic approaches to managing the jail population and strategies for communication and shared decisionmaking among the system's various components. It also includes the types of information necessary to make effective decisions regarding the jail population that are consistent with the goals of the local criminal justice system. The LSA is usually a 3-day onsite event, followed by a written report of findings and recommendations for future actions.

General Technical Assistance

Technical assistance is available on a wide range of jail administration topics to individual jails nationwide. It is also available to state agencies and organizations that work to improve the quality of jail administration or provide services to jails.

For more information and to apply for technical assistance, see "Technical Assistance" (page 105).



NIC e-LEARNING CENTER

NIC's e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see "NIC e-Learning Center," page 123.

Jail Staffing Analysis

Audience

Administrators and administrative staff from all corrections disciplines who are responsible for managing their agency's human and/or fiscal resources.

Description

Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly threatened and the possibility of costly litigation against the jail increases significantly. Adequate staffing is key to the success of all jail operations, whether related to security, safety, inmate services, or inmate programs.

Staffing analysis is a complex process that takes into account many factors, such as jail design, activity schedules, and the types and levels of services provided to inmates. This course is designed to teach jail practitioners how to determine their staffing needs in a systematic and easily understood way. Users will find the program helpful in creating a staffing plan for a new jail, analyzing staffing in an operating jail, and revising an existing staffing plan in response to changes in jail policies or the physical plant.

Course Objectives

At the conclusion of this course, participants will be able to—

- Conduct a comprehensive 10-step staffing analysis process.
- Profile the jail.
- Calculate net annual work hours.
- Develop a facility activity schedule.
- Develop a staff coverage plan.
- Complete a staff summary.
- Develop a schedule.
- Evaluate, revise, and improve the plan.
- Calculate operational costs.
- Prepare a report.
- Implement the plan and monitor the results.

Expected Duration

2 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

e-Learning Center; toll-free telephone: 800-995-6429; e-mail: elarning@nicic.org.

SMALL JAILS: STATE-BASED ASSISTANCE

Who Should Apply

Technical assistance and training will be provided to two states with predominantly small jails (fewer than 150 beds) over a 2-year period. A coordinator, who will be the single point of contact in each state, will provide local logistical support, including training space and equipment, and disseminate information.

Description

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Training programs include The Jail as a Part of County Government and Administering the Small Jail. Up to three additional training programs designed specifically for small jails will be provided based on need. Topics may include jail liability, policy and procedure development, cost-effective staff training, resource management, and inmate supervision.

Application Requirements

To apply to serve as the coordinator, state agencies or state sheriff or jail associations should send a letter signed by the chief executive officer to the NIC Jails Division.

Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119; e-mail: kdkeller@bop.gov.

PUBLICATIONS

NIC makes available a variety of resources related to jail administration, such as:

- *Budget Guide for Jail Administrators: Developing the Budget.*
- *Budget Guide for Jail Administrators: Managing the Budget.*
- *Budget Guide for Jail Administrators: Beyond Budget Allocation—Sources of Funding and Services.*
- *Developing/Revising Detention Facility Policies and Procedures.*
- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *How to Collect and Analyze Data.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design and Operations and the Constitution.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Staffing Analysis Workbook* (second edition).
- *Staff-to-Inmate Ratios: Why It's So Hard to Get to the Bottom Line.*
- *Women in Jail: Legal Issues.*
- “Alleviating Jail Crowding: A Systemic Approach,” videoconference held on April 18, 2001 (videotape).

To request copies, see “Information Services” (page 99).

Inmate Behavior Management

Managing inmate behavior is the core function of jails. Historically, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information to help jails better manage inmates. In fiscal year 2004 the Jails Division's services focus on inmate classification and the design and management of podular direct-supervision jails. Also, technical assistance is available to jails that want to assess the effectiveness of their inmate supervision strategies.

TRAINING PROGRAMS

Inmate Classification in Jails

Who Should Attend

Two-person teams consisting of (1) the sheriff, director of corrections, or jail administrator and (2) the classification supervisor or person who will lead the development of the classification system.

Description

This 40-hour program teaches participants the information and skills necessary to develop an objective classification system for jail inmates. It covers the principles, key components, and benefits of classification; classification criteria; steps in the inmate classification process and the related forms; staffing requirements; housing plan development; data collection and analysis; and the steps in system development, implementation, and review.

Application Requirements

Applicants must submit Form A (page 147). See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155; e-mail: fzandi@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: May 16–21, 2004

Program: 04-J2301

Applications Due: Feb. 16, 2004

Dates: Aug. 15–20, 2004

Program: 04-J2302

Applications Due: May 14, 2004

**NIC TRAINING CENTER
LONGMONT, CO****Dates:** Feb. 22–Mar. 5, 2004**Program:** 04–J2202**Applications Due:** Nov. 24, 2003**Dates:** June 13–25, 2004**Program:** 04–J2203**Applications Due:** Mar. 15, 2004

How To Run a Direct-Supervision Housing Unit: Training for Trainers

Who Should Attend

Two-person teams from jurisdictions preparing to occupy a new direct-supervision jail or currently operating a direct-supervision jail may apply. Both team members must be assigned to train their jail's staff in housing unit management. Both team members must have been trained in interpersonal communications skills, have experience working in inmate housing units, and support the direct-supervision approach to inmate management. At least one team member must have experience as a trainer.

Description

This 80-hour program teaches participants the skills to deliver the How To Run a Direct-Supervision Housing Unit curriculum to line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all the materials needed to provide specialized training to line staff in working face-to-face with inmates in a direct-supervision setting.

Application Requirements

Applicants must attach a letter to Form A (page 147) that gives the opening date for the new jail and indicates that the agency agrees to deliver the 32-hour housing unit curriculum at least once during the coming year. See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Vicci Persons, Jails Division; toll-free telephone: 800–995–6429, ext. 166;
e-mail: vpersons@bop.gov.

TECHNICAL ASSISTANCE

NIC offers technical assistance to help jails assess and improve their current classification system, assess and improve their strategies to supervise inmates, and for direct-supervision jails, assess their implementation of direct-supervision principles. Also, jurisdictions planning a new jail that would like to explore podular direct supervision may request technical assistance via a site visit to see a direct-supervision jail in operation.

For more information and to apply for technical assistance, see “Technical Assistance” (page 105).

PUBLICATIONS

NIC has available various resources related to inmate classification and podular direct supervision, including:

- *Audits of Podular Direct-Supervision Jails.*
- *How to Collect and Analyze Data.*
- *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- *Podular Direct-Supervision Jail Directory.*
- Podular Direct-Supervision Jails Information Packet.
- *Women in Jail: Classification Issues.*
- “Jails in America: A Report on Podular Direct Supervision” (videotape).

To request copies, see “Information Services” (page 99).

New Jail Planning

Local jurisdictions face a wide variety of challenges when deciding whether to build a new jail. If they make a decision to build, they face further challenges in the planning, construction, and operation of a new jail. The NIC Jails Division provides training, technical assistance, and information to help local officials understand how to plan for a new jail and offers services during various phases of the planning process—from making the decision to build to designing, building, and occupying the new facility.

TRAINING PROGRAMS

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Oct. 19–24, 2003
Program: 04–J2101
Applications Due: July 21, 2003

Dates: Apr. 4–9, 2004
Program: 04–J2102
Applications Due: Jan. 5, 2004

Planning of New Institutions

Who Should Attend

Teams from jurisdictions that have made a firm decision to construct a jail and are willing to engage in a major planning effort. Team members must have key policymaking and decisionmaking roles in the new jail project and include the sheriff or director of corrections, the jail administrator, a county commissioner, and the county executive or administrator.

Description

This 32-hour program familiarizes participants with all aspects of the new jail planning and construction process and helps them develop a team approach to planning. It focuses on the critical elements of planning a new facility, including prearchitectural programming, site evaluation, project management, determining staffing needs, and using data.

Application Requirements

Applicants must submit Form A (page 147). See “NIC Training Center Programs in Longmont, Colorado” (page 127) for logistical information.

Note: NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend. One or two others may attend at the jurisdiction’s expense.

Contact

Vicci Persons, Jails Division; toll-free telephone: 800–995–6429, ext. 166;
e-mail: vpersons@bop.gov.

Managing Jail Design and Construction

Who Should Attend

This program is designed for two- or three-person teams from agencies that are in the early stages of planning a new jail facility. The teams should include: (1) the operator's representative, such as the sheriff or jail administrator, (2) the person responsible for coordinating the design and construction project, and (3) the owner's representative, such as the county manager or county board member.

Description

This 36-hour program teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. They learn to read and interpret facility planning documents, specifications, and schedules as well as how and why changes occur during construction and how to manage them.

Application Requirements

Applicants must submit Form A (page 147). See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Alan Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: alrichardson@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Jan. 25–30, 2004

Program: 04-J2104

Applications Due: Oct. 27, 2003

Dates: July 18–23, 2004

Program: 04-J2105

Applications Due: Apr. 19, 2004

TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

Community Meetings

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance in assessing their local criminal justice needs. NIC will conduct a community meeting for the jurisdictions' key criminal justice decision-makers to discuss the role incarceration plays in the local criminal justice system, begin to develop consensus on local criminal justice goals, and provide training on selected topics.

For more information and to apply for technical assistance, see "Technical Assistance" (page 105).

Transition Assistance

Transition assistance helps local officials understand how to plan for the transition to and occupation of the new jail. It is available to jurisdictions at two points in time before the new jail opens:

- Before the jurisdiction breaks ground for the new jail, a technical resource provider can work on site to help local officials understand the major components of transition, develop criteria for selecting transition team members, and create an action plan for the transition process.
- After the jurisdiction has broken ground for the new jail, technical resource providers can train the transition team on the function of the jail's mission statement; development of operational scenarios, policies, procedures, and post orders; move logistics; staff training issues; and budgeting for transition.

If a jurisdiction is within 12 months of opening its new jail, assistance can still be provided but is limited in scope because of time constraints. A technical resource provider helps local officials identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

General Technical Assistance

Technical assistance is available on other issues related to new jail planning. For more information and to apply for technical assistance, see "Technical Assistance" (page 105).

PUBLICATIONS

NIC makes the following documents related to planning for new jails available:

- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *How to Collect and Analyze Data.*
- *How to Open a New Institution Resource Guide.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design Guide.*
- *Jail Design and Operations and the Constitution.*
- *Jail Planning and Expansion: Local Officials and Their Roles.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Site Evaluation and Selection.*
- *Staffing Analysis Workbook* (second edition).
- *Transition Manual for New Correctional Facilities.*
- *Women in Jail: Facility Planning Issues.*

To request copies, see “Information Services” (page 99).

Educating Local Officials and the Community

Many jail administrators express concern about the level of resources and support their jails receive from public officials and the general community. Often what jail administrators experience as a lack of support is a result of the public's misunderstanding of the role and functions of the jail. The public mostly gets its information about jails from movies, television, and other media sources, which often present an incorrect and negative picture of the jail. Many jail administrators have voiced the need for better community education and a more open dialog between the officials who fund the jail and those who manage the jail. The NIC Jails Division offers training, technical assistance, and information services to assist in this education effort.

TRAINING PROGRAM

PARTNERSHIP SITES*

Dates: TBD

Program: 04-J3300

Host Applications Due: Oct. 15, 2003

Dates: TBD

Program: 04-J3301

Host Applications Due: Oct. 15, 2003

*When sites are selected, they will be posted at www.nicic.org.

The Jail as a Part of County Government

Who Should Attend

Three-person teams from local jurisdictions consisting of (1) the sheriff or director of the local department of corrections, (2) the jail administrator, and (3) a county commissioner or county administrator.

Description

This 24-hour training program helps build collaboration among jurisdictional team members in addressing jail issues by educating participants about the role, functions, and resource needs of jails and by developing an understanding among team members of each others' responsibilities and challenges. The program focuses on jail operations, jail staffing, jail budgets, and the county's civil liability in operating a jail.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 149). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 139) for more information.

Contact

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155; e-mail: fzandi@bop.gov.

TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see “Technical Assistance” (page 105).

PUBLICATIONS

NIC makes available the following resources related to educating local officials and the community:

- *Jail Resource Issues: What Every Funding Authority Needs To Know.*
- “Beyond the Myths: The Jail in Your Community.” (This videotape highlights the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails.)

To request copies, see “Information Services” (page 99).

Jail Standards and Inspections

TRAINING AND TECHNICAL ASSISTANCE

Jail standards and inspection agencies can be pivotal in improving jail facilities, management, and operations. The NIC Jails Division provides technical assistance to these agencies in the development and revision of jail standards and related inspection systems. The Jails Division also works in partnership with standards agencies to provide training and technical assistance to the jails they serve. Finally, the Jails Division provides technical assistance to jail-related organizations that want to develop a jail standards and inspection system and need assistance in understanding how to do so.

Jail standards agencies that would like to apply for technical assistance or partner with NIC in providing training to the jails they serve should write a letter to the Jails Division expressing their interest. The letter must be signed by the agency's chief executive officer.

To apply for technical assistance, see "Technical Assistance" (page 105).

Contact

Jim T. Barbee, Jails Division; toll-free telephone: 800-995-6429, ext. 138; e-mail: jbarbee@bop.gov.

Jail Mental Health Services

Jails have experienced a dramatic rise in the number of mentally ill persons in their custody. Many jails are ill equipped to manage this population and have few resources for providing services to them. This initiative focuses on enhancing the delivery of mental health services to jail inmates and promoting a cooperative relationship between jail officials and mental health services providers. Services include technical assistance, training, and information development and dissemination.

TECHNICAL ASSISTANCE

Technical assistance is available to help jails assess and improve their mental health services and develop and improve suicide prevention and intervention plans.

To apply for technical assistance, see “Technical Assistance” (page 105).

To request copies of Jail Suicide/
Mental Health Update, contact:
Lindsay Hayes
Project Director
National Center on Institutions and
Alternatives
40 Lantern Lane
Mansfield, MA 02048
508-337-8806
Fax: 508-337-3083

PUBLICATIONS

NIC has a variety of resources available that address the issue of the mentally ill in jail, including the following:

- *Jail Diversion for the Mentally Ill: Breaking Through the Barriers.*
- *National Study of Jail Suicides: Seven Years Later.*
- *Proceedings of a National Forum on Creating Jail Mental Health Services for Tomorrow's Health Care Systems.*
- *Training Curriculum on Suicide Detection and Prevention in Jails and Lockups.*
- “Jail Inmates with Mental Illness: A Community Problem,” videoconference held on April 17, 2002 (videotape).

To request copies, see “Information Services” (page 99). In addition, a quarterly newsletter on jail mental health issues and suicide prevention, *Jail Suicide/Mental Health Update*, is available.

Prisons: Programs and Services

Prisons: Programs and Services

Leadership and Management

Training Programs

- Executive Training for Deputy Directors
- Executive Leadership for Women
- Executive Training for Women—Team Development
- Executive Training for New Wardens
- State Correctional Leadership for Women

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Promoting a Positive Prison Culture
- Management of Violent, High-Risk, and Supermax Inmates
- Multidisciplinary Approach to Managing Prison Security Systems
- Operational Practice in Women's Prisons

Technical Assistance

Institutional Culture

Training Program

- Managing the Multigenerational Workforce

Intensive Technical Assistance

- Institutional Culture

Objective Classification

Technical Assistance

Videoconference

- Classification of High-Risk Offenders

Publications

Web Page

Correctional Health Care

Training Program

- Correctional Health Care and Public Health Care Working Together

Technical Assistance

Publications

Leadership and Management

TRAINING PROGRAMS

Executive Training for Deputy Directors

Who Should Attend

Deputy directors and, in some cases, regional or division directors of state departments of corrections who have direct supervisory responsibility for state prison wardens and the operation of the state's prisons.

Note: This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from each state will be selected.

Description

This 24-hour program provides an opportunity for deputy directors to examine and discuss critical issues affecting the management and leadership of a state prison system. An optional tour of a correctional institution will be available.

Application Requirements

Applicants must submit Form A (page 147). See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contact

Susan M. Hunter, Prisons Division; toll-free telephone 800-995-6423, ext. 40098, or 202-514-0098; e-mail: shunter@bop.gov.

SAN ANTONIO, TX

Dates: Nov. 3-7, 2003

Program: 04-P801

Applications Due: Aug. 4, 2003

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 149).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the program description.

**ASPEN INSTITUTE
WYE RIVER
QUEENSTOWN, MD**

Dates: Sept. 19–24, 2004

Program: 04–P3301

Applications Due: June 1, 2004

Executive Leadership for Women

Who Should Attend

Women who are senior, upper-level correctional managers who wish to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.

Description

This 36-hour program and its followup component enhance the ability of participants to achieve and function effectively in executive-level positions in corrections organizations. The program focuses on the leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development. This training has been updated to include the most current thinking and research in successful leadership education programs. Participants are expected to participate in a phase 2 followup training within 1 year.

Application Requirements

Applicants must attach to Form A (page 147) a resume describing the responsibilities of their current position and two most recently held positions and a statement of how this program will benefit them and their agency. See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: elbush@bop.gov.

SITE TO BE DETERMINED*

Dates: July 18–22, 2004

Program: 04–P3303

Applications Due: Mar. 15, 2004

*When a site is selected, it will be posted at www.nicic.org.

Executive Training for Women—Team Development

Who Should Attend

Selected graduates of the two prior Executive Leadership Training for Women programs accompanied by a departmental senior administrator of their choice.

Description

This new 24-hour leadership development program (phase 3 of the Executive Leadership Training for Women program) will focus on the dynamics of successfully integrating team development into the participant’s leadership style.

This will be an optional component of the Executive Leadership Training for Women program. Special attention will be given to the use of innovative problem solving and the role of executive teaming, with recognition of the unique strengths and weaknesses of each team member.

Application Requirements

Applicants must attach to Form A (page 147) a statement describing how this training is relevant to their current position and how the selected administrator is critical to their efforts to succeed and grow within the organization and expand their leadership capabilities. See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: elbush@bop.gov.

Executive Training for New Wardens

Who Should Attend

Wardens of state prisons who were appointed within the past year.

Description

This 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. Some of the topics to be discussed include institutional culture, central office relationships, fiscal decisionmaking, human resource management, media relations, action planning, and self-management. The option of working with an executive coach for up to 1 year will be available to participants.

Application Requirements

Applicants must attach to Form A (page 147) a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

BeLinda Watson, Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: bpwatson@bop.gov.

SITE TO BE DETERMINED*

Dates: Mar. 7–12, 2004

Program: 04-P2501

Applications Due: Dec. 15, 2003

*When a site is selected, it will be posted at www.nicic.org.

SITES TO BE DETERMINED***Dates:** Apr. 18–23, 2004**Program:** 04–P3304**Applications Due:** Jan. 16, 2004**Dates:** Aug. 22–27, 2004**Program:** 04–P3305**Applications Due:** May 24, 2004

*When sites are selected, they will be posted at www.nicic.org.

Note: Individuals will be selected by their agencies for participation in this program after the host states have been selected. Only applications from individuals in the selected host states will be accepted.

Agencies interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections.

Participants will be selected from the host agencies.

State Correctional Leadership for Women

Who Should Attend

Women with supervisory responsibility within a prison or state correctional agency, particularly women who have a strong likelihood of promotion to senior-level management.

Description

This 36-hour leadership development training program allows participants to assess their personal leadership styles and set specific goals for a career development plan. This “state model” program provides the opportunity for women from two or more different states to meet other professionals and expand their knowledge base in corrections by learning about other systems. The program supports personal goal setting with the use of an assessment instrument, experiential exercises, and personal coaching. Current leadership topics will be presented by experienced correctional leaders and faculty experienced in leadership education.

Application Requirements

Agencies interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections to Susan M. Hunter, Chief of the Prisons Division, stating the agreement of at least two state systems to host the training. The letter may be sent by one participating agency with the signatures of both chief executives, or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive by hosting the program. Possible site recommendations must meet the criteria of federal government per diem rates and be included in the applications. Participants will be selected from the host agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: e1bush@bop.gov.

Prison Management and Operations

TRAINING PROGRAMS

Conducting Prison Security Audits

Who Should Attend

Persons responsible for the security operations of a state prison system or prison. Priority will be given to three-person teams designated by the director, in writing, as members of the department of corrections' audit team.

Description

This 36-hour training program is conducted at selected state correctional institutions and will be offered three times throughout the year. Participants receive classroom training in the auditing of prison security systems, assist in the security audit of a host prison as a member of a supervised audit team, and provide verbal and written audit reports to the host agency. In conducting the security audit, participants review the host institution's security policy, post orders, staffing pattern, operational procedures and practices, equipment, training, and other factors related to internal and perimeter security.

Application Requirements

Applicants must attach a statement to Form A (page 147) describing their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility. See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contact

BeLinda Watson, Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: bpwatson@bop.gov.

SITES TO BE DETERMINED*

Dates: Oct. 5-10, 2003

Program: 04-P3201

Applications Due: July 7, 2003

Dates: Apr. 25-30, 2004

Program: 04-P3202

Applications Due: Jan. 26, 2004

Dates: Sept. 12-17, 2004

Program: 04-P3203

Applications Due: June 7, 2004

*When sites are selected, they will be posted at www.nicic.org.

SITES TO BE DETERMINED**Dates:** TBD by selected institutions**Letter Due:** Dec. 15, 2003

Note: Individuals will be selected for this program after sites have been selected and notified.

Promoting a Positive Prison Culture**Who Should Attend**

This training program will be offered to the staff at six state prisons. The warden, all management staff, and representatives of supervisory and line staff in all disciplines will be included in this training. Typically, 24 to 30 staff members participate. The program will be tailored to meet the needs of the institution.

Description

This new 24-hour program explores various strategies that can be used by prison administrators and staff to establish and maintain a positive institutional culture for staff and inmates. It will involve both management and line staff and will include such topics as team development, problem solving, organizational change, and communications.

The location of this training can be at the institution if sufficient space is available, or at a nearby location such as a conference center or hotel. NIC will pay all expenses for the training but will not pay for overtime, which may be necessary for staff to attend.

Application Requirements

The warden must submit a letter to Randy Corcoran (see address below) that contains the following: a statement regarding the reasons for requesting the training, including any critical or unusual events that influence the request; assurances that the warden and all management-level staff will fully participate; identification by position of other staff who would participate, including line staff; suggested location for training; and a letter of support from the director of corrections. After the prison is selected, individual staff members will be asked to submit Form A (page 147).

Contact

Randy Corcoran, Prisons Division, National Institute of Corrections, 320 First Street, NW, Washington, DC 20534; toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: rcorcoran@bop.gov.

Management of Violent, High-Risk, and Supermax Inmates

COLORADO SPRINGS, CO

Dates: Apr. 18–23, 2004

Program: 04–P3601

Applications Due: Jan. 15, 2004

Who Should Attend

Correctional administrators, wardens, superintendents, and program and security managers who are responsible for the planning and programming for or custody of high-risk or high-security inmates.

Description

This 36-hour training program focuses on planning, programming, and operations issues specific to the management of high-risk, high-custody, and supermax inmates. It examines risk assessment and management strategies, principles of control, and programming options that may have application for high-risk and supermax inmates. Participants examine political, philosophical, and policy issues unique to the management of these populations.

Application Requirements

Applicants must attach a statement to Form A (page 147) describing their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to treatment and management of these inmates. See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

Randy Corcoran, Prisons Division; toll-free telephone: 800–995–6423, ext. 40058, or 202–514–0058; e-mail: rcorcoran@bop.gov.

PARTNERSHIP SITES***Dates:** Nov. 17–21, 2003**Program:** 04–P4201**Host Applications Due:** Aug. 19, 2003**Dates:** Feb. 23–27, 2004**Program:** 04–P4202**Host Applications Due:** Nov. 24, 2003**Dates:** May 24–28, 2004**Program:** 04–P4203**Host Applications Due:** Feb. 23, 2004**Dates:** Aug. 16–20, 2004**Program:** 04–P4204**Host Applications Due:** May 17, 2004

*When sites are selected, they will be posted at www.nicic.org.

Agencies interested in hosting this program must submit Form B (page 149).

Individual applications will not be accepted until after the host agency sites have been selected.

Multidisciplinary Approach to Managing Prison Security Systems

Who Should Attend

Managers who have direct control or oversight responsibility for security operations of a state prison, such as wardens, superintendents, deputy wardens, deputy superintendents, chiefs of security, and division heads.

Description

This 36-hour training program focuses on the need to address institutional security as a “seamless” system with integration of all component parts. It covers physical plant security, information systems, classification, and staffing analysis and emphasizes internal auditing and monitoring. This is a partnership program. A correctional system must be selected before individual participants may apply.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 149). Those agencies proposing to include neighboring corrections jurisdictions will be given priority unless sound justification is provided for including only their own staff. See “Partnership Programs” (page 139) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of selected sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: elbush@bop.gov.

Operational Practice in Women's Prisons

Who Should Attend

Regional directors, wardens, and senior supervisors in state women's prisons or central office personnel with administrative responsibility for women's prisons.

Description

This 36-hour program explores issues that are key to policy development and operational practice in the management of women's prisons. It addresses legal issues, cross-gender supervision, classification, daily operations, staff sexual misconduct, and gender-responsive programming.

Application Requirements

Applicants must attach a statement to Form A (page 147) describing their current position and responsibilities and how long they have held the position; the name, location, security level, and size (staff and inmates) of their institution; and how they will benefit from this program. See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: ebush@bop.gov.

SITE TO BE DETERMINED*

Dates: June 6-11, 2004

Program: 04-P3101

Applications Due: Mar. 8, 2004

*When a site is selected, it will be posted at www.nicic.org.

TECHNICAL ASSISTANCE

To help state prisons and departments of corrections manage their institutions in a more effective manner, technical assistance is available in any area of prison management or operations. Refer to the section on "Technical Assistance" (page 105) for information.

Institutional Culture

This initiative focuses on the major influences in developing a positive culture within state correctional institutions. It combines the NIC Prisons Division's work over the past few years in the areas of institution mission change, workforce, strategic planning and response, and organizational development. The NIC Protocol on Assessment of Institutional Culture, which provides assessment tools and strategies for addressing institutional culture, is available to help correctional agencies assess their institutional culture.

TRAINING PROGRAM

PILOT PROGRAM

Dates: Mar. 24–26, 2004

Letter of Intent Due: Jan. 5, 2004

SITE TO BE DETERMINED*

Dates: June 20–25, 2004

Program: 04–P2901

Applications Due: Feb. 13, 2004

*When a site is selected, it will be posted at www.nicic.org.

Managing the Multigenerational Workforce

Who Should Attend

Two- or three-person teams of individuals working in a state department of corrections whose job responsibilities include training in their agencies. Two-person teams must consist of a trainer and a supervisor. Teams must be composed of representatives from at least two generational groups, e.g., Veterans (1922–43), Baby Boomers (1944–64), Generation Xers (1964–80), or Millennials (1980 and after). For three-person teams, an additional staff person who has overall training responsibility for the agency may be proposed as the third team member.

Description

This 24-hour training program provides an overview of the dynamics related to generational differences in the workplace and teaches team members how to deliver the program in their respective agencies (8-hour training segment) and how to conduct a mock training program (16-hour training segment). Topics include understanding differences between generations, forging better working relationships that include generational diversity, and using each generation's unique characteristics to enhance the work environment.

A pilot program for Managing the Multigenerational Workforce will be conducted March 24–26, 2004. Any agency interested in hosting the pilot program must submit a letter of intent from the commissioner, secretary, or director of state corrections to Susan Hunter, Chief, Prisons Division, National Institute of Corrections, 320 First Street, NW, Washington, DC 20534, by January 5, 2004.

Application Requirements

Each team member must complete Form A (page 147); only one supplemental statement for the team is required. The statement must describe each team member's current position and generation group. See "NIC-Paid Training Beyond Longmont, Colorado" (page 133) for more information.

Contact

BeLinda Watson, Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: bpwatson@bop.gov.

INTENSIVE TECHNICAL ASSISTANCE

Institutional Culture

Six to eight state correctional systems will receive intensive technical assistance to accomplish one of the following: change the mission of an institution, assess an institution's culture, or implement strategic planning or strategic management response. In all selected sites, the long-term services of a change consultant will be available during the time necessary for the system to accomplish the planned systems change.

Application Information

An invitation to submit applications for selection to receive intensive technical assistance on institutional culture will be sent to directors of corrections in early 2004. The department of corrections and the NIC project team will determine appropriate participants in the project.

Contacts

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: elbush@bop.gov.

Randy Corcoran, Prisons Division; toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: rcorcoran@bop.gov.

Objective Classification

Changes in inmate demographics, sentencing statutes, and department policies have necessitated that states evaluate and significantly modify their objective classification systems. In addition, developing internal objective classification functions for managing housing, work, and program assignments, as well as addressing the classification needs of women offenders and such special populations as youthful, aging, and high-risk offenders requires significant efforts. The NIC Prisons Division provides assistance to state departments of corrections in developing comprehensive objective prison classification systems through the programs described here.

TECHNICAL ASSISTANCE

To apply for technical assistance, see “Technical Assistance” (page 105).

Technical assistance will be provided to at least three additional state correctional systems to assess, validate, and improve objective prison classification systems. During the past 5 years, intensive assistance has been or is currently being provided through cooperative agreements to 28 correctional agencies to validate or revalidate their systems, to 11 states to develop and implement internal classification systems, and to 7 states to develop classification instruments and procedures that are valid and appropriate for women offenders. In addition, short-term technical assistance has been provided to several correctional agencies.

VIDEOCONFERENCE

Classification of High-Risk Offenders

Who Should Attend

Correctional administrators, managers, and staff who participate in the management, classification, and treatment of high-risk offenders.

Description

Prison systems experience continued pressure to house offenders in the most appropriate setting possible. While most correctional systems have implemented objective classification systems that have become quite effective in identifying inmates for the general prison population, less attention has been given to accurately classifying inmates who pose a higher risk and may require special management within the prison setting. This videoconference will report on the results of a study conducted over the past 2 years to increase knowledge on classification, programming, and supervision for high-risk offenders in the prison setting. Specifically, the videoconference will address the identification and selection process for high-risk and special management inmates, standards for their conditions of confinement, staffing issues, and release and re-entry issues.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 151). Registration can also be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 111) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contacts

Program content: BeLinda Watson, Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: bpwatson@bop.gov.

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

VIDEOCONFERENCE*

Date: Sept. 1, 2004

Program: 04-S9004

Applications Due: Aug. 28, 2004

*When sites are selected, they will be posted at www.nicic.org.

PUBLICATIONS

Recent publications that describe NIC's technical assistance work with 25 correctional agencies are currently available, including:

- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- *Proceedings of the Prison Classification Peer Training and Strategy Session, September 6–7, 2000.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*

The following publications are under development:

- *Classification of Women Offenders: A Summary of Developments in Selected Sites.*
- *National Assessment of Prison Intake and Assessment Practices.*

To request copies, see “Information Services” (page 99).

WEB PAGE

A Web page has been developed to provide a resource on classification in prisons. This information can be reached at www.nicic.org.

Contact

Madeline Ortiz, Prisons Division; toll-free telephone: 800–995–6423, ext. 30481, or 202–353–0481; e-mail: mmortiz@bop.gov.

Correctional Health Care

TRAINING PROGRAM

Correctional Health Care and Public Health Care Working Together

Who Should Attend

The medical director of the state department of corrections and the director of the state department of public health may apply.

Description

This 16-hour program will bring state medical directors from corrections and public health departments together to discuss collaborative efforts that could impact the quality of health care for a state's most at-risk population—offenders. This program will focus on medical care for offenders who are in prison and for offenders who have been released to the community. Topics will include models for state agency collaboration, treatment of communicable diseases and chronic diseases, reentry issues, Medicare, the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and emerging legislative issues.

Application Requirements

Applicants must submit Form A (page 147). See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

Madeline Ortiz, Prisons Division; toll-free telephone: 800-995-6423, ext. 30481, or 202-353-0481; e-mail: mmortiz@bop.gov.

SITE TO BE DETERMINED*

Dates: Sept. 7–10, 2004

Program: 04-P601

Applications Due: June 7, 2004

*When a site is selected, it will be posted at www.nicic.org.

TECHNICAL ASSISTANCE

To help state departments of corrections manage the health care of offenders in their custody, technical assistance is available in the area of correctional health care. Refer to the section on “Technical Assistance” (page 105) for information.

PUBLICATIONS

NIC makes available the following publication related to health care for offenders:

- *Correctional Health Care: Guidelines for the Management of an Adequate Delivery System* (available at www.nicic.org and on CD-ROM).

The following publications are under development:

- *Assessing and Addressing the Needs of Elderly, Chronically Ill, and Terminally Ill Inmates: An Exploration of Issues.*
- *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment.*

The background is a deep blue with a textured, marbled appearance. A large, light blue, curved shape, resembling a stylized 'S' or a drop, is positioned on the right side. Along the bottom edge, there is a horizontal row of eight small, dark blue, circular elements that look like rivets or bolts.

Community Corrections: Programs and Services

Community Corrections: Programs and Services

Executive Orientation

Training Program

Orientation for New Probation and Parole Chief Executive Officers

Effective Offender Management

Training Programs

Effective Interventions: The Role of Administration

Effective Supervision of Women Defendants and Offenders in the Community

Technical Assistance

Implementing Effective Correctional Management of Offenders in the Community

Improving Community Responses to Women Offenders

Videoconference

Implementing Effective Correctional Management of Offenders in the Community

NIC e-Learning Center

Program Planning and Evaluation

Management and Operations

Cooperative Agreements

Improving Responses to Probation and Parole Violations—
Building Public Policy Support

Workforce Development for Community Corrections: Defining Workforce
Issues and Strategies for the 21st Century

Technical Assistance

Managing Transition From Prison to the Community

Executive Orientation

NIC encourages community corrections administrators to review and select courses offered in the “All Corrections Disciplines” section of this service plan in addition to the leadership and management courses offered in this section. The Community Corrections Division continues to recognize the value of orientation training for new probation and parole executives. This course focuses on the knowledge and skills important to a sound beginning in a new career.

TRAINING PROGRAM

Orientation for New Probation and Parole Chief Executive Officers

Who Should Attend

Executives in probation and parole agencies who were appointed within the past year and have full responsibility for the operational aspects of community corrections agencies that supervise offenders in the community, including chief probation officers, directors of state probation departments, directors of state probation and parole departments, directors of state parole supervision, and directors of public-sector community corrections (including state, county, or local agencies).

Description

This 40-hour program is designed to assist new chief executives with both the immediate knowledge and the long-term skills needed in the areas of budgeting, personnel, planning, dealing with special interest groups, working with the media, and other organizational development issues. The program uses a peer interaction process and promotes the development of network mentors and advisors among participants and between participants and faculty.

Application Requirements

Applicants must submit Form A (page 147). See “NIC-Paid Training Beyond Longmont, Colorado” (page 133) for more information.

Contact

George Keiser, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 34213, or 202-353-4213; e-mail: gkeiser@bop.gov.

SAM HOUSTON STATE UNIVERSITY HUNTSVILLE, TX

Dates: Feb. 29–Mar. 5, 2004

Program: 04–C4001

Applications Due: Dec. 22, 2003

Dates: Sept. 19–24, 2004

Program: 04–C4002

Applications Due: June 21, 2004

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 149).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the program description.

Effective Offender Management

Since the mid-1990s, the NIC Community Corrections Division has worked to build awareness about managing offenders more effectively. Through training and technical assistance, policy-makers and correctional practitioners have learned a great deal about how to influence offenders' behavior in a way that reduces the number of new crimes and new victims.

The major program offerings move from building awareness to applying the evidence-based practice known internationally as “what works.” In addition, NIC continues to refine its application based on gender and cultural distinctives.

TRAINING PROGRAMS

NIC TRAINING CENTER LONGMONT, CO

Dates: June 13–18, 2004

Program: 04–C2401

Applications Due: Mar. 15, 2004

Effective Interventions: The Role of Administration

Who Should Attend

Chief probation or parole officers, state administrators of probation and/or parole, jail administrators, state departments of corrections directors or deputies, and others primarily charged with overseeing the development, implementation, and supervision of the jurisdiction's community-based offender management process.

Agencies must be committed to the Principles of the Effective Intervention Initiative (commonly referred to as “what works”) as reflected by supervision and intervention strategies. Their focus on evidence-based correctional practices that promote prosocial behavior and reduce victimization should be reflected in their vision and mission statements, strategic and tactical plans, staff selection and development, and standard operating procedures.

Description

Administrators of community-based correctional initiatives are increasingly expected to reduce the risk that offenders will violate the terms of their community placement by committing new crimes. Introduction of a wide range of assessment tools, a cognitive learning curriculum, supervision styles, new administrative performance measures, and intervention strategies has posed new complexities in managing a process that will produce desired results, not merely traditional activities.

Participants in this training will gain a better understanding of whether the intended outcomes projected for the offender population under their management are consistent with evidence-based practice. They will define the elements of an effective offender management process and learn how to integrate those elements in their jurisdiction with greater precision and detail. Participants will learn how to select from tools that help achieve the performance outcomes they should expect of themselves, their staff, and the offender population. They also will define the performance measures to be tracked and evaluated by their organization.

Application Requirements

Applicants must attach a supplementary statement to Form A (page 147) that summarizes their agency's involvement with implementing the principles of effective intervention for male and female offenders and any NIC training programs or technical assistance they have received related to these principles. See "NIC Training Center Programs in Longmont, Colorado" (page 127) for logistical information.

Contact

Dorothy Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: *dfaust@bop.gov*.

PARTNERSHIP SITES***Dates:** TBD (summer 2004)**Program:** 04–C4201**Host Applications Due:** Mar. 19, 2004**Dates:** TBD (fall 2004)**Program:** 04–C4202**Host Applications Due:** Mar. 19, 2004*When dates and sites are selected, they will be posted at www.nicic.org.

Effective Supervision of Women Defendants and Offenders in the Community

Who Should Attend

This program will benefit community corrections managers and line staff working in probation, parole, and pretrial service agencies and those whose responsibilities include the direct supervision of women defendants and offenders. Participants will receive practical knowledge and awareness of core skills that can improve their ability to effectively manage women offenders in the community.

Description

This 16-hour training program is under development by a team of practitioners, researchers, and curricula writers and will be ready for pilot testing by April 2004. At that time, two sites will be selected to test the effectiveness of the program. It is anticipated that the program will include the characteristics and pathways to criminal involvement of women defendants and offenders in the community, principles of gender-responsive supervision, key issues regarding cross-gender supervision and single-gender caseloads, practical and policy barriers to success in the community, and the importance of effective community resources, services, and programs.

Application Requirements

Agencies interested in hosting this pilot training program must submit Form B (page 149) and demonstrate both the commitment to and a concrete plan for recruiting supervisory and line staff from multiple agencies to participate and *provide feedback* to the curriculum developers regarding the usefulness of the training package. See “Partnership Programs” (page 139) for more information.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

Contact

Phyllis Modley, NIC Community Corrections Division: toll-free telephone: 800–995–6423, ext. 40099, or 202–514–0099; email: pmodley@bop.gov.

TECHNICAL ASSISTANCE

Implementing Effective Correctional Management of Offenders in the Community

During fiscal year 2003, two states were accepted for a technical assistance project targeted at the statewide implementation of effective correctional management of offenders in the community. NIC will continue to work with these states for up to 3 years to develop a strategic, research-based organizational change plan that identifies the state's vision for accomplishment, current state of development, and resources. The change plan will be based on effective intervention principles. Each state's goal is to develop an approach that will produce the outcomes defined by the state's affected agencies.

Related Assistance for Effective Interventions

Interested agencies responsible for managing offenders in the community have several options to increase their knowledge related to this effort.

- Information on effective intervention principles and research and updates on the progress being made in the two demonstration states are available on NIC's Web site (www.nicic.org).
- NIC's e-Learning Center offers Program Planning and Evaluation (page 89), which relates to effective intervention implementation issues. For additional information, visit NIC's e-Learning Center at www.nicic.org.
- Management staff are invited to attend Effective Interventions: The Role of Administration (page 82), which addresses administrative implementation issues, including performance measures for staff and offenders.
- The 3-hour videoconference "Implementing Effective Correctional Management of Offenders in the Community" will discuss effective intervention principles. For additional information, see page 87.
- Limited short-term assistance regarding issues related to the implementation of effective interventions will be available. For more information and to apply for technical assistance, see "Technical Assistance" (page 105).

Contact

Dorothy Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: dfaust@bop.gov.

SEE ALSO . . .

- Women Offenders: Critical Policy Issues (page 36).
- Women Offenders: Developing an Agencywide Approach (page 35).
- NIC Web page on women offenders: www.nicic.org.

Improving Community Responses to Women Offenders

Who Should Apply

Criminal justice agencies, such as community corrections, jails, and courts, who are interested in designing more effective decisionmaking processes and community supervision options for women offenders may apply.

Description

Technical assistance will be provided to criminal justice agencies to increase the completion rates for community supervision among women in pretrial and sentenced status and to reduce the number of low-level, chronic offenders who are rearrested and held in jail or prison.

Short-term technical assistance will be provided for up to 10 criminal justice agencies to increase their knowledge of women's pathways to criminal behavior and gender-responsive practices that improve outcomes in the community. It can also assist in reviewing current practices and identifying areas requiring the design of more gender-responsive decisionmaking processes, assessment tools, and program interventions that accomplish the jurisdiction's public policy goals.

Application Requirements

Agencies with the sole or shared responsibility of managing women offenders placed in the community under orders of the court or a releasing authority may apply for limited, short-term technical assistance.

To apply for technical assistance, see "Technical Assistance" (page 105).

Contact

Phyllis Modley, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40099, or 202-514-0099, e-mail: pmodley@bop.gov.

VIDEOCONFERENCE

Implementing Effective Correctional Management of Offenders in the Community

Who Should Attend

Directors and key management staff from state and local agencies responsible for program management and/or supervision of offenders in the community, community corrections program managers, state officials with various levels of oversight responsibilities for community corrections organizations, directors and managers from human services and treatment agencies that work with community corrections offenders, jail administrators and program staff, pretrial managers, directors and program staff from community residential facilities and transitional (postprison) service providers, volunteers and advisory board members who work with offenders in the community, legislators and legislative staff responsible for addressing community corrections resource issues, county- and state-level executives and elected officials with oversight for community corrections, and other state and local criminal justice system partners including prosecutors, defense attorneys, judges, and victim advocates.

Description

This 3-hour videoconference will provide information about NIC's initiative on statewide implementation of effective correctional management of offenders in the community. Panelists from Community Resources for Justice, Inc., and NIC will describe the model constructs and processes used to facilitate practical application of the effective intervention principles in the two states serving as project sites. This presentation will help correctional administrators develop plans and processes for organizational and system assessment, staff development and evaluation, program development and evaluation, and retrieval of information necessary to measure results. The panel will address how to thoughtfully consider the selection and adoption of key tools for assessment and cognitive restructuring after a realistic implementation plan is in place. In addition to emphasizing effective intervention principles, the model will highlight critical issues related to organizational development and collaboration.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 151). Registration can also be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 111) for additional information.

VIDEOCONFERENCE*

Date: Feb. 25, 2004

Program: 04-S9001

Applications Due: Feb. 23, 2004

*When sites are selected, they will be posted at www.nicic.org.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Contacts

Program content: Dorothy Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: dfaust@bop.gov.

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.



NIC e-LEARNING CENTER

Program Planning and Evaluation

Audience

Directors, planners, and key program management staff from state and local agencies whose responsibilities include offender supervision and treatment in the community; staff responsible for management information and research on community corrections programs; and state and local officials who oversee community corrections.

Description

Deliberate planning is essential to reducing recidivism and meeting program goals. Program planners and administrators need to communicate clearly a program's objectives, identify targets for change, set intermediate goals, and ensure the program's integrity through best practices. Building an effective evaluation framework will provide the capabilities for program planners and administrators to learn from their experience and, as information is gathered, improve the program design.

Course Objectives

This course focuses on translating the principles of effective intervention into an effective program design. At the conclusion of this course, participants will be able to—

- Define the problems to be addressed.
- Describe what will be done about these problems.
- Define how success will be measured.

Expected Duration

2 hours

Enrollment Eligibility

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

e-Learning Center; toll-free telephone: 800-995-6429; e-mail: elarning@nicic.org.

NIC's e-Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

For additional information, see "NIC e-Learning Center," page 123.

Management and Operations

Given the large numbers of offenders returning to the community and concern over the percentage who are likely to make a successful reentry, the Community Corrections Division will offer several states the opportunity to develop well-defined policies for correctional institutions, releasing authorities, and field supervision designed to improve the likelihood of a successful transition of the offender from prison to the community. Additionally, NIC continues to support the adoption of the new Interstate Compact for Adult Offender Supervision.

COOPERATIVE AGREEMENTS

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: www.nicic.org.

Check the *Federal Register* (February 2004) for the RFA.

Improving Responses to Probation and Parole Violations—Building Public Policy Support

Scope of Work

Earlier NIC initiatives have helped dozens of agencies develop policy-driven responses to parole and probation violations. These were resource-intensive initiatives and resulted in publication of a practical guide to examining violation practice: *Responding to Parole and Probation Violations: A Handbook to Guide Local Policy Development*. Other NIC initiatives have helped elected officials and top state and local leaders from executive, judicial, and legislative branches address complex criminal justice system problems in a coordinated and policy-driven manner.

Parole and probation violation issues have an impact on corrections practice far beyond the supervising agency. Whether explicit or implicit, violation practices within a jurisdiction both contribute to and result from practices and issues controlled by other agencies. Jail populations are directly impacted by various alleged violators detained locally due to their volume and duration of confinement. Many probationers or parolees are also pretrial defendants in other cases,

yet responses are seldom coordinated between agencies. Offender failure in treatment—or need to gain access to treatment—affects crime rates, jail use, and how effectively available treatment is utilized for the public good.

Building on earlier NIC violation and systemwide policy initiatives, in fiscal year 2004 NIC will fund a cooperative agreement to help jurisdictions address the effects of probation and/or parole violations through involvement of probation or parole executives, elected officials, and top leaders from related executive, judicial, and legislative branches.

Using *Responding to Parole and Probation Violations: A Handbook to Guide Local Policy Development* as a cornerstone, the first phase of the cooperative agreement will develop strategies for engaging these broader audiences nationally in understanding how the systems they own, fund, and manage are affected by violation behaviors. Written tools and multimedia approaches for effectively delivering the assistance will be developed with input from advisors representing targeted nonjustice as well as traditional criminal justice agencies. The second phase of this effort will involve implementing the strategies in jurisdictions requesting assistance.

Anticipated Funding

\$250,000

Date Request for Applications (RFA) Will Be Published in the *Federal Register*

February 2004

Contact

Kermit Humphries, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40118, or 202-514-0118; e-mail: khumphries@bop.gov.

Check the *Federal Register* (March 2004) for the RFA.

Workforce Development for Community Corrections: Defining Workforce Issues and Strategies for the 21st Century

Scope of Work

NIC will work with one or more cooperative agreement awardees to develop an issues-oriented guidebook and management-level training curriculum on hiring, training, and evaluating a skilled workforce to deliver community corrections services in the 21st century. The guidebook and curriculum will address new or expanded job roles, skills, and experience bases needed to fill these roles and recruitment and retention strategies that identify and maintain a professional community corrections workforce. It is expected that input from practitioners at various organizational levels will be sought and considered during the development process. Experts from the disciplines of higher education, labor law, and human resources will also be consulted, as well as relevant resources from the treatment and business communities.

For the curriculum, the awardees will employ adult learning techniques and develop modules that can be used in flexible training formats of no more than 16 classroom hours. The curriculum will also be available in an e-Learning format which will be accessible, along with the guidebook, on NIC's Web site (www.nicic.org).

Anticipated Funding

\$100,000

Date Request For Applications (RFA) Will Be Published in the *Federal Register*

March 2004

Contact

Dorothy Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: dfaust@bop.gov.

TECHNICAL ASSISTANCE

Managing Transition From Prison to the Community

Who Should Apply

During fiscal year 2004, technical assistance will be provided to the six states currently involved in the transition accountability planning process. During this time, no new applications will be accepted.

Description

Statistics show that 97 percent of the 1.3 million inmates now in prison will eventually complete their sentences and return to their communities. A strong transition process—through which offenders are prepared for release, leave prison, return to their communities, and adjust to free living—is needed to protect the public effectively.

To increase public safety and strengthen the offender's successful transition from prison back to the community, NIC has designed a policy-guided model to coordinate the three central functions of inmate supervision (custody, release, and supervision). This model will help states coordinate these functions to better assess the offender's level of risk, facilitate case management planning, identify effective treatment interventions, and establish collaborative reintegration efforts. This ongoing initiative provides systematic coordination of an offender's custody, release, and subsequent supervision to facilitate the offender's successful completion of community supervision after incarceration.

Application Information

It is anticipated that technical assistance will be offered to states in subsequent years on a competitive basis. Additional information may be reviewed throughout the year on the NIC Web site at www.nicic.org.

Contact

Kermit Humphries, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40118, or 202-514-0118; e-mail: khumphries@bop.gov.

International Assistance

International Assistance

Contact Information

NIC is authorized to provide assistance to corrections agencies outside of the United States. NIC works with foreign agencies to identify specific programs and practices in U.S. jails, prisons, and community corrections agencies that could be adapted to their needs. Assistance can include information on specific programs, site visits, and identification of various approaches to a correctional issue.

Corrections practitioners from other countries may also participate, if selected, in NIC training programs. No tuition is charged for training, but participants or their agencies are responsible for all expenses associated with attending the training. All regularly scheduled programs are conducted in English.

Contact Information

William Wilkey, Office of International Assistance; toll-free telephone: 800-995-6423, ext. 44266, or 202-514-4266; e-mail: wwilkey@bop.gov.

Information Services



Information Services

NIC Information Center

How To Request Information

NIC Online

NIC Information Center

Anyone with an interest in corrections may request information or materials from the NIC Information Center. The Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

The NIC Information Center provides information on the full spectrum of issues in corrections management and operations in jails, prisons, and community settings. Materials include the following:

- Descriptions and evaluations of correctional programs.
- Agency policies and procedures.
- Research and statistical findings.
- Information on offender job training and placement activities.
- Correctional staff training materials produced by NIC and other federal, state, and local agencies.
- NIC publications on current corrections topics.

Staff with professional experience in corrections settings are available to discuss the specific information needs of practitioners, researchers, and others. A selection of resources (hardtop and/or electronic) is assembled and sent to each client at no charge.

Resources are sent within 1 week or delivered via an overnight service at the client's expense. Immediate assistance also can be provided by telephone, fax, or e-mail, depending on the type and volume of material needed.

SHARE YOUR INFORMATION

The NIC Information Center is always expanding and updating its collection and encourages agencies and others to provide copies of their newly developed materials. If sending staff training materials, please submit two complete copies of the curriculum package, including all overheads, videotapes, exercises, and other relevant materials. If the curriculums or other materials are copyrighted, a statement of copyright release must be included that authorizes duplication and dissemination of the material.

HOW TO REQUEST INFORMATION

Contact the NIC Information Center directly or visit the Web site at www.nicic.org to request reports, publications, and other resources.

The NIC Web site describes Information Center services, lists downloadable publications, and features a searchable database of more than 3,500 publications and other Web-accessible resources. The Web site also provides access to a variety of corrections links and to the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

NIC Information Center

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: 303-682-0213

Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: www.nicic.org

E-mail address: asknicic@nicic.org

NIC Online

For up-to-the-minute information about NIC opportunities and resources, visit the NIC Web site at www.nicic.org. The NIC Web site is a source of current information year-round on training programs, videoconferences, publications, cooperative agreements, and targeted assistance opportunities. Updates are posted daily.

Program-related information includes—

- Dates, locations, and descriptions of scheduled and added program offerings.
- An updated event calendar.
- Online forms for applying for programs.

Web pages support each NIC videoconference and distance learning program. These pages provide resources for participants and technical information for satellite down-link host sites. Links enable visitors to view both live broadcasts and previously broadcast NIC videoconferences through video streaming.

Visitors to NIC's Web site can find information on special NIC initiatives and assistance opportunities. The Web site is used to—

- Highlight NIC's work in several special focus topic areas.
- Announce cooperative agreements.
- Invite agencies to apply for targeted technical assistance.

NIC's Web site provides access to a wide range of resources for corrections policymakers and practitioners. They include—

- NIC publications, including the newest releases.
- Selected NIC training materials.
- Materials posted on the Web by other agencies and organizations and accessible through NIC's "Publications Plus" database.

Practitioner networking also is supported via NIC online. NIC hosts the Corrections Exchange, or Correx, a public e-mail discussion list (known as a listserv) that links individuals interested in corrections issues. Messages are moderated to ensure quality content. In addition to sharing information on topics raised by participants, Correx announces new NIC initiatives, opportunities, and publications.

The NIC home page presents key NIC announcements and links to major sections of the Web site. Please check the NIC Web site frequently for changes, updates, and new information.

www.nicic.org

Technical Assistance

Technical Assistance

Who Should Apply

Description

NIC Review

Application Requirements

Where To Apply

WHO SHOULD APPLY

Technical assistance is available without cost to all adult corrections agencies in the United States and its commonwealths and territories. The following agencies and organizations working with adult offenders are eligible for NIC technical assistance:

- Local jails and jail-related agencies.
- State departments of corrections and prisons.
- State and local probation and parole agencies.
- Residential corrections programs.
- Public and private community corrections agencies and programs.
- Organizations, associations, and oversight or advisory groups with a mission to assist jails, prisons, or community corrections agencies.

Private agencies providing correctional services under contract to government agencies are eligible for assistance only when their request is either made or endorsed by the chief executive officer of the government agency receiving the services.

DESCRIPTION

The NIC Technical Assistance Program is designed to respond directly to the needs, problems, and individual requirements of federal, state, and local correctional agencies, as identified by the requesting agency. Technical assistance includes onsite guidance, support, consultation, or training provided by an experienced technical resource provider or NIC staff member, who serves in an advisory capacity and works with agency staff to—

- Assess programs and operations.
- Implement effective practices.
- Improve agency management, operations, and programming.
- Improve the design, delivery, management, and evaluation of staff training programs.
- Improve offender job training and placement efforts.

As appropriate, NIC may also cover the costs of practitioners' visits to another corrections agency to observe effective practices.

Technical assistance is generally provided for a period of 3 to 5 days. For projects that are more complex and require more days, agencies should contact the appropriate NIC division to discuss possible strategies before sending a request.

The person delivering the onsite technical assistance submits a written report to the recipient agency and NIC with detailed recommendations for addressing the problems for which assistance was provided.

NIC REVIEW

When NIC receives the written request, a staff member will review it and telephone the requesting agency's contact person to discuss the need. Because NIC resources are limited, each request for technical assistance will be carefully evaluated to determine the best method of meeting the agency's needs.

Agencies may request technical assistance at any time; there are no deadlines. However, they should apply as soon as a need is identified because technical assistance funds are generally depleted before the end of the fiscal year.

APPLICATION REQUIREMENTS

The chief executive officer of the agency seeking assistance, as defined below, must sign a letter of request prepared on official stationery that—

- Briefly describes the problem for which assistance is requested.
- Identifies the agency contact person by name, address (if different from the agency head), telephone number, and e-mail address (if available).
- References any supporting documentation or background materials that have an impact on the problems and identifies the NIC program staff who assisted them if the request was preceded by a telephone call.
- Specifies a desired timeframe for service delivery.

The chief executive officer is defined as follows:

- In jails, it is the sheriff if the jail is under the sheriff. If not, it is the chief executive officer of the local department of corrections.
- In prisons, it is the director or commissioner of the state department of corrections.
- In community corrections, it is the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

WHERE TO APPLY

The NIC Technical Assistance Program is administered by each of its divisions—Jails, Prisons, Community Corrections, Special Projects, and the Academy—as well as the Office of Correctional Job Training and Placement (OCJTP).

To request technical assistance specifically related to prisons, community corrections, special projects, or OCJTP, send a written request to the Technical Assistance Manager of the appropriate division or office at the following address:

National Institute of Corrections

320 First Street NW
Washington, DC 20534
Phone: 800-995-6423
Fax: 202-307-3361

For technical assistance related to jails or training activities, send the written request to the Technical Assistance Manager of the Jails Division or the Academy Division at the following address:

National Institute of Corrections

960 Industrial Circle
Longmont, CO 80501
Phone: 800-995-6429
Fax: 303-682-0469

For training-related requests, priority consideration will be given to those that have regional impact or build agency capacity to deliver training.

Videoconferences



Videoconferences

Videoconference Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Local classroom programs that use satellite and Internet technology make it convenient and less costly for thousands of correctional professionals to be trained at hundreds of sites across the country. These videoconferences are interactive and allow practitioners to learn from experts from around the world.

During fiscal year 2004, NIC will produce several live satellite/Internet videoconferences that can be viewed at hundreds of sites throughout the United States. These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see “Videoconference Calendar”).

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible. **The broadcasts will be CLOSED CAPTIONED for the hearing impaired.**

VIDEOCONFERENCE CALENDAR													
Page	Training Program	2003			2004								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
20	Thinking for a Change: Sustaining Program Integrity After Implementation							28					
38	Staff Wellness									16			
TRAINING FOR PRISONS													
75	Classification of High-Risk Offenders												1
TRAINING FOR COMMUNITY CORRECTIONS													
87	Implementing Effective Correctional Management of Offenders in the Community					25							

COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

The local agency that hosts a videoconference covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During fiscal year 2004, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies may also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in your area.

An NIC Web page for each program provides access to supporting information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, handouts, evaluations, and recommended reading materials, if applicable. Visit the NIC Web site at www.nicic.org.

SITE COORDINATOR'S/FACILITATOR'S ROLE

- **Register your site.** Submit Form C (page 151), visit the NIC Web site (www.nicic.org), or fax the form to NIC at 303-682-0469. By registering as a site, you are agreeing to coordinate all matters related to this videoconference.
- **Secure an analog C-Band or digital KU-Band satellite downlink and meeting room for transmission.** The room must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting this videoconference to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program materials.** Photocopy the program agenda, presenters' information, continuing education units (CEU) information and forms, evaluation forms, and related handouts. Encourage your participants to download the related reading materials to learn more about the topic. All materials are available on the NIC Web site: www.nicic.org.
- **Convene your group.** Provide invited participants with a map and good directions to your training site. Test your system's reception 30 minutes before the broadcast.

begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org. Ask participants to introduce themselves.

- **View the broadcast and conduct local activities.** Pass out the material for participants and review the agenda. Encourage participants to ask the presenters questions via telephone, fax, or e-mail. Lead a discussion after the broadcast about the information presented.
- **Complete the CEU roster and evaluation form.** Ask participants to fill out the roster for CEU credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

APPLICATION REQUIREMENTS

Agencies interested in hosting a videoconference must submit Form C (page 151). Registration can also be completed online at NIC's Web site (www.nicic.org).

Individuals interested in participating in a videoconference should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Distance Learning Training



Distance Learning Training

Distance Learning Training Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Distance learning training, like videoconferencing, uses local classroom programs and satellite and Internet technology—and then adds another feature: onsite training managed by NIC-trained facilitators. To ensure the quality of off-air time, NIC first trains agency trainers to coordinate and facilitate the videoconference and local training. This training for trainers occurs 2 to 3 months before the participant training, is 8 hours in length, and is conducted via videoconference. Local training participants later take part in a 12- to 16-hour interactive videoconference and an additional 12 to 16 hours of training facilitated by these agency trainers.

NIC will conduct two distance learning training programs and applicable site coordinator training during fiscal year 2004.

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible. **The broadcasts will be CLOSED CAPTIONED for the hearing impaired.**

DISTANCE LEARNING TRAINING CALENDAR													
Page	Training Program	2003			2004								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
21	Foundation Skills for Trainers			10–11*			22–26**						
22	Agency FTO/OJT Program Development								19–20*			17–19**	

*Site coordinator/facilitator training.

**Training program.

COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

The local agency that hosts a distance learning training covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During fiscal year 2004, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use or rent a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies can also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in their area.

An NIC Web page for each program provides access to supporting information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, handouts, evaluations, and recommended reading materials, if applicable. Visit the NIC Web site at www.nicic.org.

SITE COORDINATOR'S/FACILITATOR'S ROLE

- **Register your site.** Mail or fax Form D (page 153), signed by your chief executive officer, to NIC at 303-682-0469. (You can also download and print the form from the NIC Web site (www.nicic.org).) By registering as a site, you agree to coordinate all matters related to this distance learning training.
- **Secure an analog C-Band or digital KU-band satellite downlink and meeting room for both transmissions.** For the 8-hour trainer's training, the room must accommodate three to four trainers. For the 12- to 16-hour training program broadcast and associated local training, the space must accommodate all local site participants and trainers. Both sessions must have an adequate number of television sets or monitors for the number of viewers present.
- **Participate in site coordinator training.** Training for trainers is conducted via satellite and Internet broadcast several weeks before the distance learning training date. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in this distance learning technology. This training will teach each site coordinator how to facilitate the off-air activities during the main program. The taped program is usually available via the Internet within a few days of the broadcast, and videotapes also can be obtained from the NIC Information Center.

- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the training to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program material.** NIC will send each site coordinator a camera-ready copy of the participants' manual, facilitators' manual, and related material for this training. It will be your responsibility to duplicate all necessary material for each participant.
- **Convene your group.** Provide invited participants with a map and good directions to your training site. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org. Ask participants to introduce themselves. Pass out manuals and related material.
- **View the broadcast and conduct local activities.** NIC presenters will teach the content of each distance learning training and you will be responsible for facilitating activities that complement the content. Arrange with participants to ask questions either as individuals or as a group.
- **Complete the CEU roster and evaluation forms.** Ask participants to fill out the roster daily to receive continuing education unit (CEU) credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

APPLICATION REQUIREMENTS

Agencies interested in hosting a distance learning training must submit Form D (page 153).

Individuals interested in participating in a distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

NIC e-Learning Center



NIC e-Learning Center

NIC Custom e-Learning Courses

Enrollment Eligibility

Additional Information



In fiscal year 2003, the NIC e-Learning (electronic learning) Center became a reality. As a center of correctional learning and experience, NIC's e-Learning courses expand the opportunity for corrections professionals to access NIC training by providing high-quality, interactive, learner-driven training using the Internet. NIC's custom courses can be completed anywhere and anytime a participant has access to the Internet or a computer with a CD-ROM drive.

NIC's custom e-Learning courses are available via the NIC Web site (www.nicic.org) or on CD-ROM.

NIC CUSTOM e-LEARNING COURSES

Self-paced, easily accessible, and cost effective, NIC's custom e-Learning courses are designed to provide professional development opportunities to corrections professionals working in jails, prisons, and community corrections agencies. Designed with measurable objectives and expected outcomes, NIC currently offers the following custom courses:

NIC CUSTOM E-LEARNING COURSES		
Page	Training Program	Course Availability
TRAINING FOR ALL CORRECTIONS DISCIPLINES		
13	Transformational Change: Theory and Practice	Courses continuously available on Internet and CD-ROM.
23	e-Learning: A Foundation for Correctional Trainers	Courses continuously available on Internet and CD-ROM.
25	How To Develop Effective Performance Objectives	Courses continuously available on Internet and CD-ROM.
34	Career Development Theory and Its Application	Courses continuously available on Internet and CD-ROM.
TRAINING FOR JAILS		
46	Jail Staffing Analysis	Courses continuously available on Internet and CD-ROM.
TRAINING FOR COMMUNITY CORRECTIONS		
89	Program Planning and Evaluation	Courses continuously available on Internet and CD-ROM.

The Learning Management System (LMS), which manages the e-Learning Center, will be upgraded with additional communication tools to enhance the participant's ability to interact with peers and instructors.

NIC expects to add new custom e-Learning courses during fiscal year 2004, and they will be posted on the NIC Web site (www.nicic.org).

ENROLLMENT ELIGIBILITY

Enrollment in the NIC e-Learning Center is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming or training/staff development.

ADDITIONAL INFORMATION

Visit the NIC Web site (www.nicic.org) for the specific details of what, when, and how to access NIC's e-Learning programs. Complete information is provided regarding equipment requirements (modem speed, bandwidth, and memory) as well as registration, program content and length, certification, and additional resources.

For additional information on NIC's e-Learning Center, system requirements, course offerings, enrollment eligibility, and technical support, please visit the NIC Web site (www.nicic.org). Contact NIC using the toll-free telephone number, 800-995-6429, or via e-mail at elarning@nicic.org.



NIC Training Center Programs in Longmont, Colorado

NIC Training Center Programs in Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC Training Center Programs in Longmont, Colorado, Calendar

As with all NIC training, programs held in Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help participants implement their action plans.

Because interaction among individuals representing diverse types, sizes, and locations of correctional agencies can greatly enhance the training experience, many programs are conducted at the NIC Training Center in Longmont, Colorado. To further facilitate this interaction, participants must reside at the Raintree Plaza Hotel (soon to be the Radisson Hotel and Conference Center—Longmont) for the duration of the program, regardless of the proximity of their homes to the training site.

COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

NIC pays the costs of state and local participants' air travel, lodging (in double rooms), and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location. Participants are also responsible for the cost of upgrading to a single room, if they choose to do so.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the course description.

APPLICATION REQUIREMENTS

The application for individuals (Form A) can be found on page 147. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application; only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

CANCELLATIONS

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy must be notified.

NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR													
Page	Training Program	2003			2004								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
5	Executive Excellence								9-21				
7	Correctional Leadership Development							13-23			20-30		14-24
9	Management Development for Women and Minorities		2-7				7-12						
10	Advanced Management Strategies for Women and Minorities									6-11			
11	Strategies for Building Effective Work Teams									20-25			
15	Training for Agency Training Coordinators/Directors						14-19			6-11			
16	Training Design and Development						Mar. 28-Apr. 2				25-30		
35	Women Offenders: Developing an Agencywide Approach										19-23		
TRAINING FOR JAILS													
43	Administering the Small Jail		16-21				Mar. 28-Apr. 2						
49	Inmate Classification in Jails								16-21			15-20	
50	How To Run a Direct-Supervision Housing Unit: Training for Trainers					Feb. 22-Mar. 5				13-25			
52	Planning of New Institutions	19-24						4-9					
53	Managing Jail Design and Construction				25-30						18-23		
TRAINING FOR COMMUNITY CORRECTIONS													
82	Effective Interventions: The Role of Administration									13-18			

The background is a deep blue with a subtle, mottled texture. A large, smooth, white curved shape, resembling a stylized 'C' or a partial circle, is positioned on the right side of the page. Along the bottom edge of the page, there is a horizontal row of eight small, white, circular elements that look like rivets or bolts.

NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC-Paid Training Beyond Longmont, Colorado, Calendar

As with all NIC training, programs held in locations other than Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

COSTS AND LOGISTICS

Some NIC training programs contain a special feature, such as a critical tour of a correctional facility, that cannot be conducted at the NIC Training Center in Longmont, Colorado. Because NIC considers these special features so important to the success of these programs, NIC pays travel and per diem expenses for state and local participants to other sites. In addition, as with all NIC training, there are no registration, tuition, or materials fees.

Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location.

NIC provides detailed information concerning location of training, air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

APPLICATION REQUIREMENTS

The application for individuals (Form A) can be found on page 147. Applications must be endorsed as described on the back of Form A. If a training program is designed for the participation of more than one person from an agency or jurisdiction,

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 147) and the supplemental information requested in the course description.

each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

CANCELLATIONS

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy must be notified.

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR														
Page	Training Program	2003			2004									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
28	Addressing Staff Sexual Misconduct With Inmates						7–12							
29	Investigating Allegations of Staff Sexual Misconduct With Inmates										11–16			
31	Offender Workforce Development Specialist				4–9	8–13	14–19					15–20	19–24	24–29
TRAINING FOR PRISONS														
63	Executive Training for Deputy Directors		3–7											
64	Executive Leadership for Women												19–24	
64	Executive Training for Women—Team Development										18–22			
65	Executive Training for New Wardens						7–12							
66	State Correctional Leadership for Women							18–23				22–27		
67	Conducting Prison Security Audits	5–10						25–30					12–17	
68	Promoting a Positive Prison Culture	Host sites recommend dates.												
69	Management of Violent, High-Risk, and Supermax Inmates							18–23						
71	Operational Practice in Women’s Prisons									6–11				
72	Managing the Multigenerational Workforce						24–26*			20–25				
77	Correctional Health Care and Public Health Care Working Together												7–10	
TRAINING FOR COMMUNITY CORRECTIONS														
81	Orientation for New Probation and Parole Chief Executive Officers						Feb. 29–Mar. 5						19–24	

* Pilot program (see p. 72 for more information).

Partnership Programs



Partnership Programs

Costs and Logistics

Site Coordinator's/Facitator's Role

Application Requirements

Cancellations

Partnership Program Calendar

As with all NIC training, partnership programs are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which the agency contracts. Depending on the program, participants may be from the host agency only or from the host agency and other corrections agencies in the geographical area.

Applications will be accepted from agencies only. NIC will not accept applications from individuals wishing to participate.

COSTS AND LOGISTICS

NIC provides the trainers, curriculums, and training materials for these programs. There are no registration, tuition, or materials fees associated with any NIC training. However, please note that individuals who attend or their employing agencies are responsible for travel, lodging, and meal expenses associated with attending partnership programs.

SITE COORDINATOR'S/FACILITATOR'S ROLE

Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to:

- Designate a site coordinator, who will facilitate the program locally and be present throughout the program.
- Provide an appropriate training facility and equipment. The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).

- Attract at least 24 participants to fill the program.
- Help participants obtain low-cost housing and meals.

APPLICATION REQUIREMENTS

Applications to host partnership programs must be made by the agency, not individuals.

Agencies interested in hosting a partnership program must submit the Statement of Interest To Host Partnership Programs (Form B on page 149). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

Individuals interested in participating in an Academy or Prisons Division partnership program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. After sites are selected for Jails Division partnerships, eligible individuals will be sent a flier containing application instructions.

CANCELLATIONS

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

PARTNERSHIP PROGRAM CALENDAR													
Page	Training Program	2003			2004								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
8	Management Development for the Future	Host sites recommend dates.*											
11	Strategies for Building Effective Work Teams	Host sites recommend dates.*											
12	Public and Media Relations	Host sites recommend dates.*											
15	Training for Agency Training Coordinators/Directors			8–11	5–8								20–23
16	Training Design and Development									21–25		16–20	
17	Foundation Skills for Trainers									June 28–July 2			
											26–30	9–13	
18	Agency FTO/OJT Program Development	21–23	18–20		27–29								
19	Building Training Capacity in Small Agencies	Host sites recommend dates.*											
36	Women Offenders: Critical Policy Issues	Host sites recommend dates.*											
TRAINING FOR JAILS													
44	Jail Resource Management	Host sites recommend dates.*											
56	The Jail as a Part of County Government	Host sites recommend dates.*											
TRAINING FOR PRISONS													
70	Multidisciplinary Approach to Managing Prison Security Systems		17–21			23–27			24–28			16–20	
TRAINING FOR COMMUNITY CORRECTIONS													
84	Effective Supervision of Women Defendants and Offenders in the Community	Host sites recommend dates.*											

*When dates and sites are selected, they will be posted at www.nicic.org.

Forms



Forms

Form A:	Application for Individuals
Form B:	Statement of Interest To Host Partnership Programs
Form C:	Site Coordinator's Registration for 3-Hour Videoconference
Form D:	Site Coordinator's Registration for Distance Learning 24- to 32-Hour Training Program
Form E:	Application for Regional Field Coordinator

Application for Individuals

To apply, complete **(type or print legibly)** and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax (303) 682-0469. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the program.

Training program title _____

Training program number 04- _____

For multiple program offerings, **I cannot** attend on the following date(s): _____

Name _____

☐ Mr. ☐ Ms. ☐ Mrs.

Social Security No. _____

Note: Disclosure of your Social Security number is voluntary. NIC collects Social Security numbers as identifiers for records of training participants. Executive Order No. 9397.

Title _____

Years in position _____

Is your primary job responsibility staff training? ☐ Yes ☐ No

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

Primary area of corrections (check one):

☐ Adult jail

☐ Adult community corrections

☐ Adult prison

☐ Other (explain) _____

I agree to

☐ Fully participate in this program and will complete all pre- and posttraining assignments.

☐ Reside at the training site (for Longmont programs) for the duration of the program.

Type of agency (check one):

☐ Federal—Bureau of Prisons

☐ Federal—Other

☐ State

☐ Indian Country—Bureau of Indian Affairs

☐ Indian Country—Tribal

☐ Regional

☐ County

☐ Municipal

☐ U.S. commonwealth or territory

☐ Foreign

☐ Private

Agency/institution information:

Institution/facility population _____
or

Agency population _____

Total number of agency staff _____

Number of staff you supervise _____

If training program is for **team participation**:

☐ Each team member must complete an application.

☐ Each team member's individual supplementary information is attached.

☐ Team members must be listed below.

☐ All applications must be sent together.

Only one team supplement is required for all team members. List team members below:

If training program is for **individual participation**:

☐ Attach the supplementary information required in the training program description.

Signature _____ Date _____

Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

Individuals from private organizations must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined above.

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this training program develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC to determine the impact of the training on our organization.

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Statement of Interest To Host Partnership Programs

(to be completed by **agencies** applying to host a partnership program)

Agencies interested in hosting an NIC partnership program must complete **(type or print legibly)** and sign this form, obtain the necessary endorsement, and mail or fax **(by the due date)** to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax (303) 682-0469. All Statements of Interest will be acknowledged.

Partnership program title _____

Partnership program number 04 - _____

Agency name _____

Agency address _____

City/State _____ ZIP Code _____

Agency contact person _____

Title _____

Telephone (_____) _____ Fax (_____) _____

Training date(s) in order of priority _____

Facilities available to accommodate the training (a large main room—1,200 square feet minimum—and at least two adjacent or nearby breakout rooms—400 square feet minimum each) are required.

Endorsement of Application by Agency Chief Executive Officer

Nomination/endorsement must be made by the chief executive officer as defined on the back of this application.

Our agency is interested in hosting the above-named partnership program. If accepted to host this training program, we acknowledge that all expenses except those of the trainers and training materials are our responsibility as the requesting agency. Further, we agree to publicize this program and solicit the appropriate number of participants (24–30).

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at central office.
- Individuals from **private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

Site Coordinator's Registration for 3-Hour Videoconference

Program title _____

Program number 04- _____

Program date _____

Registration is free. Site coordinators are needed! If you are interested in facilitating a downlink site in your community, register online or complete this form and mail or fax it to: NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax: (303) 682-0469; NIC Web site: www.nicic.org. Registration forms must be received 1 week before broadcast date. Information packets will be available on the NIC Web site.

Participant viewers: If you would like to take part in the videoconference, visit the NIC Web site (www.nicic.org) for viewing sites in your area.

Please type or print legibly the information requested.

Registration date _____

Site coordinator/contact person _____

Title _____

Agency name _____

Mailing address _____

Contact numbers

Telephone (_____) _____

Fax (_____) _____

E-mail address _____

We will be viewing by (check one or both)—

☐ Satellite _____☐ Internet _____

Site Coordinator's Registration for Distance Learning 24- to 32-Hour Training Program

Program title _____

Program number 04- _____

Date of site coordinator's training _____

Date of distance learning program _____

To apply, complete **(type or print legibly)** and sign this form, obtain the necessary endorsement, and mail or fax it to: NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax (303) 682-0469. **Each item of this form must be completed.** Registration due date is 1 month before the site coordinator's training.

Site coordinator _____ Title _____

Agency name _____

Type of agency (check one). ☐ Federal ☐ State ☐ Local ☐ Other

Agency address _____

City/State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Signature of site coordinator _____ Date _____

Nomination/Endorsement

Nomination/endorsement must be made by the chief executive officer as defined on the back. It is recommended that a 3-person team be site coordinators/facilitators. The team should consist of a content person, a facilitator, and a technology person.

I recommend _____ for participation in the NIC site coordinator's training. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to facilitate our participation in this training program. I understand that we will need to provide:

- ☐ A satellite or Internet hookup for the site coordinator's training.
- ☐ A satellite or Internet hookup utilizing a projector to enlarge the signal from the computer for the training program.
- ☐ A training site large enough to accommodate at least 24 participants for the training program.

The information provided above is accurate and complete. We will be using (check one or both):

☐ Satellite or ☐ Internet for reception

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

WHO SHOULD ENDORSE REGISTRATIONS

NIC will return as “incomplete” registration forms that do not have the endorsement of the chief executive officer of the agency, as defined below:

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the registration. If not, the registration form must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at the central office.

Individuals from **private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

Application for Regional Field Coordinator

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to the NIC Academy, 1960 Industrial Circle, Longmont, Colorado 80501; fax (303) 682-0469. Each item of this application must be completed to be given consideration.

☐ Mr. ☐ Ms. ☐ Mrs.

Name _____

Title _____

Is your primary job responsibility staff training?

☐ Yes ☐ No

Number of offenders/clients _____

Number of staff _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail _____

Type of agency (check one)

☐ Federal—Bureau of Prisons

☐ Federal—Other

☐ State

☐ Indian country—Bureau of Indian Affairs

☐ Indian country—Tribal

☐ Regional

☐ County

☐ Municipal

☐ U.S. commonwealth or territory

☐ Foreign

☐ Private

Primary area of corrections (check one)

☐ Adult jail

☐ Adult community corrections

☐ Adult prison

☐ Other _____

Signature _____ Date _____

Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined on the back of this application.

I recommend _____ to serve as a regional field coordinator (RFC) for the National Institute of Corrections Academy. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization and will serve as an RFC for _____ year(s) (maximum 3). The information provided is accurate and complete.

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at the central office.

Individuals from **private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

**Please fill out this form to help
us evaluate this document.**

1. Was it easy to find the information you wanted? ☐ Yes ☐ No
2. Were the application instructions clear and easy to follow? ☐ Yes ☐ No
3. What could be done to the presentation of this information to make it more useful to you?

4. Name

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Agency

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